NOVEMBER 1, 1954

Tracking Down Excess Expenses . . . p. 42

RAILWAY AGE

One of Five Simmons-Boardman Railway Publications

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Tighter Inventories For Better Profits

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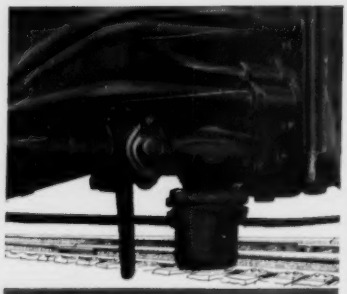
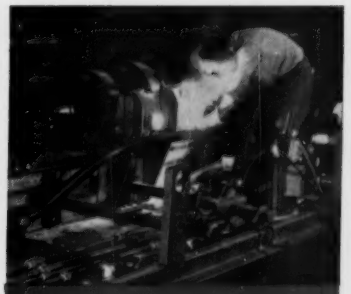
Railroad Week At Buffalo



AIR BRAKE PIPING

DIESEL FUEL STATION PIPING



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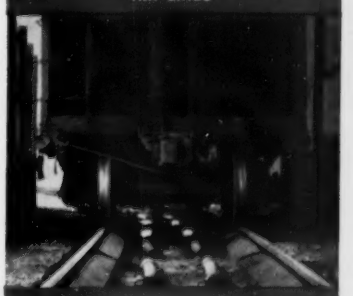

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November 1, 1954 **Vol. 137, No. 18**

Week at a Glance

"Indirect subsidies" for railroads—rather than removal of the much greater subsidies enjoyed by their competitors—may be the way, suggests PRR President James M. Symes, to obtain the equality of competitive opportunity which the railroads do not now have, and to put them in position to handle a possible wartime transport job, which they could not now do. 11

A new step in railroad "bookkeeping" will be taken by the C&O when, in 1956, it puts a leased Remington Rand "Univac" digital computer to work on its freight revenue, payroll, property and allied accounting. 14

FORUM—What the mail argument is about. Those criticizing railroads for their "lack of understanding" with regard to the handling of the mails ought to delve a little more deeply into the subject themselves. 39

New Lackawanna instruction car 1954, converted from an old parlor car, is now visiting main points of the road on a twice-a-year schedule, giving engineers and firemen "true-to-life" air brake instruction. 40

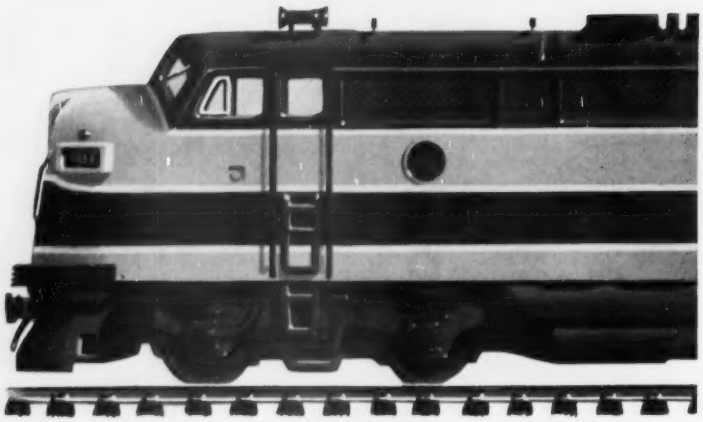
How to track down expenses. Wasted dollars have a way of losing themselves among figures representing overall ratios. Here's a method for breaking these ratios down to show just where the faults (and the figures) lie. 42

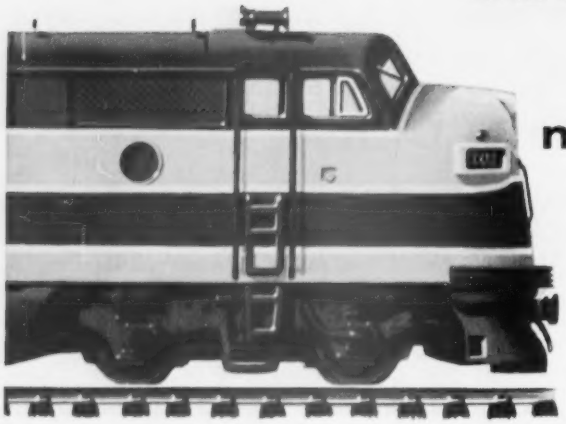
'Twas "Railroad Week" at Buffalo—as a result there are thousands of persons in that vicinity who realize now, more than ever before, the importance of railroads in their community. 45

"The ICC must modernize regulation," stated Chairman Richard F. Mitchell, in addressing the American Short Line Railroad Association in New York—and we agree. 48

What's the future for cross ties? Future tie require-

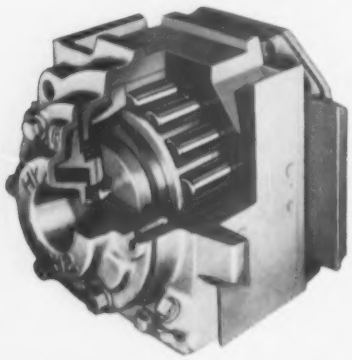
Built for EMD





more than 100,000

HYATT roller bearing journal boxes



*Shipped December 14th, 1953

When GM's Electro-Motive Division passed an important production milepost recently, Hyatt passed one, too. For when EMD delivered its 15,000th diesel locomotive to Union Pacific, it reminded us that we have supplied EMD with more than 100,000* roller bearing journal boxes.

Naturally, we're proud of that record, just as we're proud to be a major supplier of journal boxes to all other locomotive builders. In fact, we take greatest pride in knowing that of all road diesels now in service, *seven out of every ten roll on Hyatts!*

Because of our leadership in solving the bearing problems with diesels and passenger cars, more and more railroads are turning to "*Hyatts for Freight.*" When *your* railroad comes to grips with the freight car problem, be sure to get *all* the facts about roller bearings. If you do, you'll buy Hyatts.

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Current Statistics

Operating revenues, eight months	
1954	$ 6,193,871,103
1953	7,177,986,817
Operating expenses, eight months	
1954	$ 4,939,611,628
1953	5,413,836,296
Taxes, eight months	
1954	$ 583,988,932
1953	862,092,653
Net railway operating income, eight months	
1954	$ 500,409,102
1953	744,877,972
Net income, estimated, eight months	
1954	$ 337,000,000
1953	571,000,000
Average price railroad stocks	
October 26, 1954	71.24
October 27, 1953	58.89
Carloadings, revenue freight	
Forty-two weeks, 1954	27,177,650
Forty-two weeks, 1953	31,505,612
Average daily freight car surplus	
October 23, 1954	32,895
October 24, 1953	7,724
Average daily freight car shortage	
October 23, 1954	3,140
October 24, 1953	3,788
Freight cars on order	
October 1, 1954	11,993
October 1, 1953	42,198

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Week at a Glance CONTINUED

ments, deferred tie maintenance, producer-user cooperation, need for more railroad foresters, tie practices of terminal companies, and use of more hickory ties all came in for discussion at the Railway Tie Association's 36th convention. 52

Tighter inventories result in better profits, according to John D. McGann, storekeeper on the C&O at Hinton, W. Va., and winner of the *Railway Age* $100 essay contest. 61

BRIEFS

A share of New Haven stock is being presented by President "Pat" McGinnis and the board of directors to each employee who has served the road 40 years or more.

Another government agency — an international labor commission—is called for by Grand Chief Brown of the engineers' brotherhood, who sees the "power of the American Labor movement" in danger of being undermined by migrations of "wet-backs" from Mexico and by conflicts over the "rights" of railroad men operating across the Canadian border. Trains will be stopped for crew changes at the U. S.-Canadian border if conflicting interpretations over rights of men operating across it are not resolved, the BLE says.

Excessive pay demands by unions can result in less employment, as a consequence of reduced production or of an industry quitting business, the president of the Canadian Congress of Labor, A. R. Mosher, warned recently. "Economic soundness" must be one of the determinants in shaping demands on employers, he declared. Possible significance attaches to the fact that this pronouncement came from a railway brotherhood leader.

An air line and a bus line have entered an agreement whereby passengers may purchase through tickets involving both carriers with but a single transaction. The

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Week at a Glance CONTINUED

pact, negotiated between United Air Lines and Continental Trailways Bus System, Inc., provides for sale of exchange orders over each other's lines and acceptance of each other's refund drafts.

Another "gimme" program—to the tune of a billion dollars, more or less—is now being actively talked up by the otherwise anti-socialistic industrialists of the Ohio valley. It would go for "modernization" of "obsolete" locks and dams, so as to permit bigger barge tows at lower cost to everybody but the taxpayer.

"At This Moment," Westinghouse Air Brake Company's excellent railroad movie, in a recent six-month period, has been shown to 137,523 persons in 2,072 non-theatrical showings, and to an estimated 3,665,000 television viewers. These figures do not include the unknown number of persons who have seen showings of the 50 prints owned by railroads or railroad associations.

Helicopter express service between New York's Idlewild and LaGuardia fields, Newark and New Brunswick, N. J., and Pearl River, N. Y., was inaugurated on regular year-round schedules October 27. New York Airways, Inc., which operates the 'copters, is the 31st scheduled air line to join with the Railway Express Agency's Air Express division in providing express service over a 111,000 air-route-mile network.

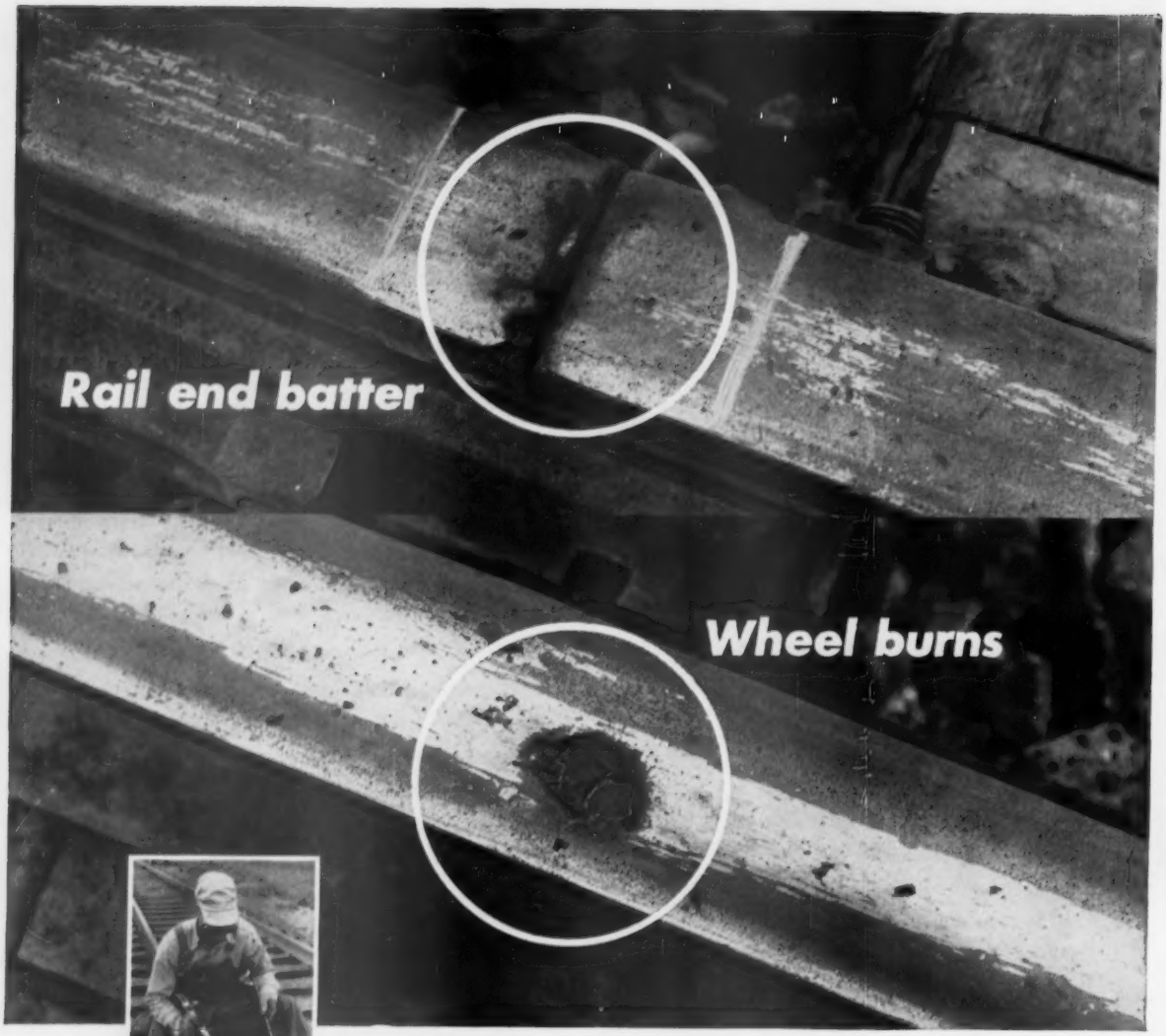
To chart an up-to-date commuting pattern, the New York Central is using coupon-type tickets for its West Shore (River division) trains during November. The coupons, issued for this month only in lieu of regular pass-type tickets, will enable the road to compile an accurate record of how many people ride what trains between what stations.

Favorable experience over a period of two years with Transportation Seminars has led the Rock Island to extend this type of supervisor training to the car department, with a week-long session at Chicago (October 25-30). It was supplemented by inspection of nearby plants of the Griffin Wheel Company and the Pullman-Standard Car Manufacturing Company.

Tonnage of revenue freight transported by Class I intercity truckers in this year's first quarter was down only 5.1% from their volume in the like 1953 period. Meanwhile, the drop in railroad tonnage was relatively more than twice as great—11.3%.

Pullman travel would "more than double" if railroads could gain 2% of the estimated 500 billion miles which travelers will drive between cities in their own cars this year, says J. J. Stedem, executive vice-president of the Hertz Rent-A-Car System. "To get this potential business," says Mr. Stedem, "railroads must tie in their own story with the convenience of renting cars for local travel away from home."

"The whole of the vicious vehicular cycle is summarized by the fact that America is spending more and more millions of dollars in building more and more expressways so that more and more hundreds of thousands of people may drive more and more rapidly until they come to the place where it is harder and harder to keep moving at all, and where it takes longer and longer to find a parking space." — *"Railway Progress" magazine, October 1954.*



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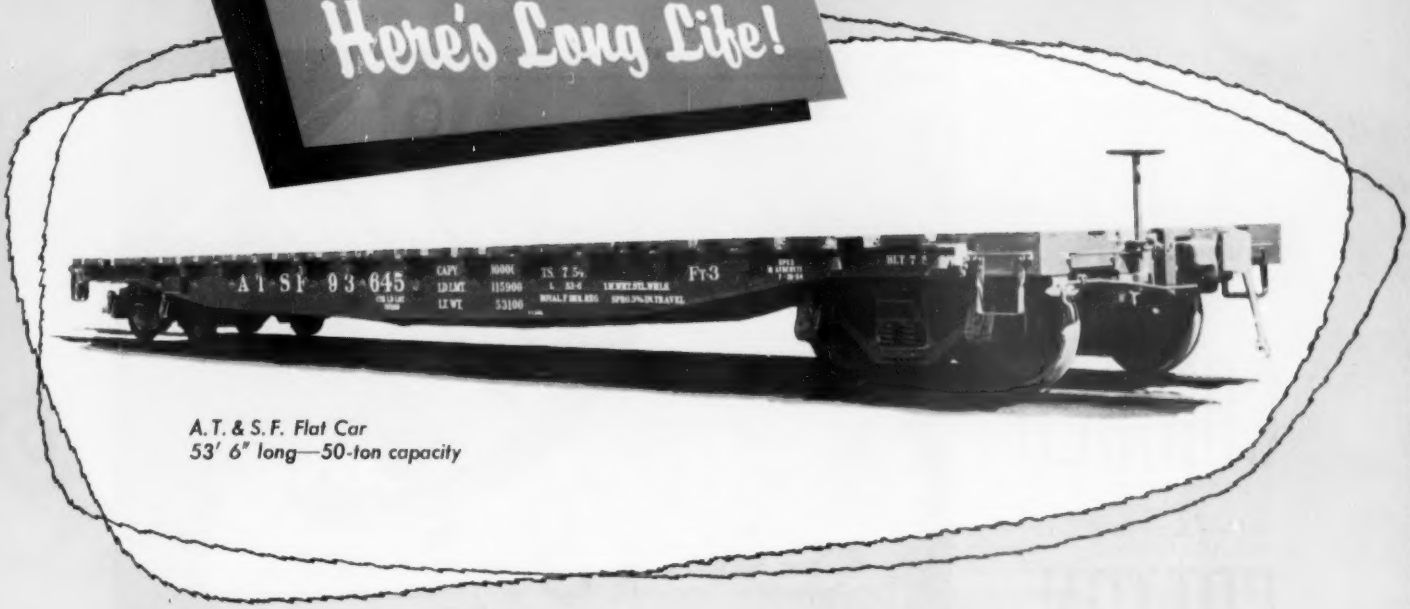
Here's Long Life!



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53' 6" long—50-ton capacity

New Santa Fe Flat Cars With One-Piece Underframes are

BUILT TO LAST!

Modern railroading is particularly tough on freight cars and flat cars are often called the workhorse on rails. The backbone and foundation of the flat car is the underframe. COMMONWEALTH One-Piece Cast Steel Underframes combine great strength with minimum weight and provide *maintenance free* performance.

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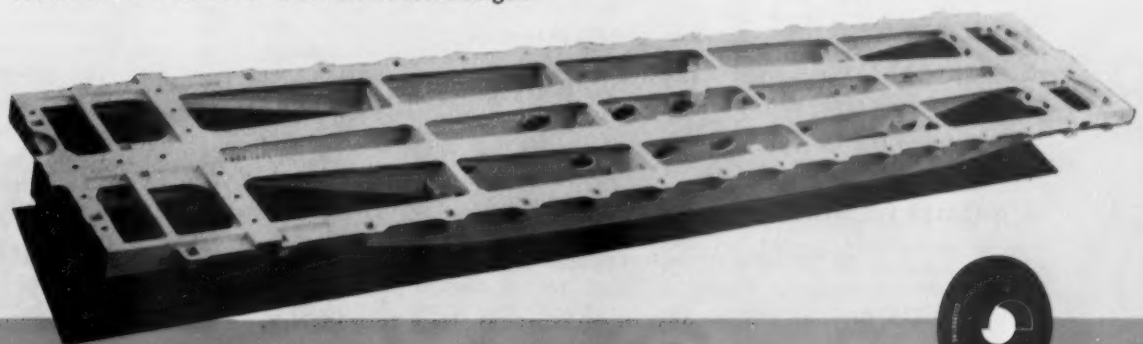

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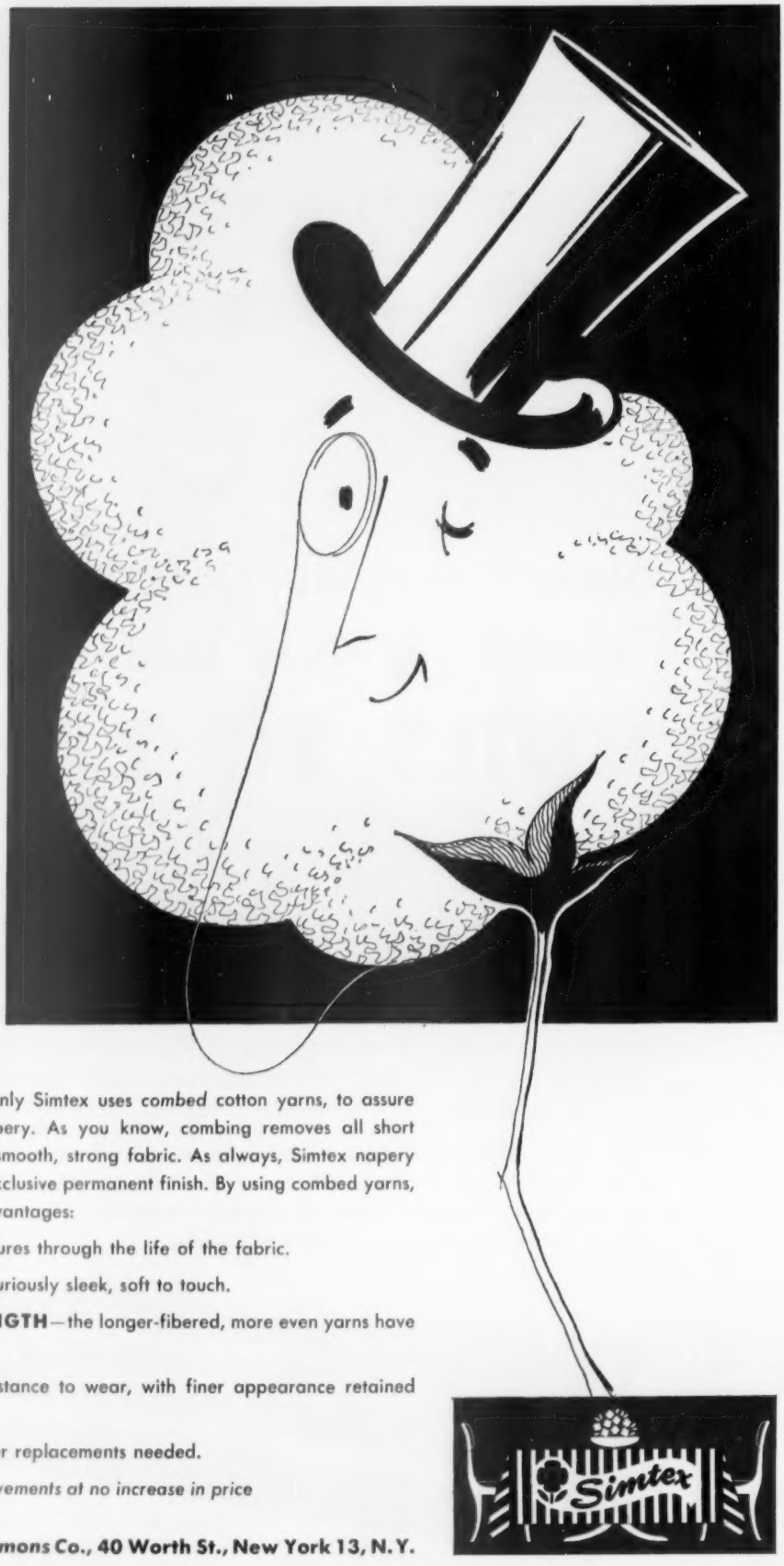

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1. RICHER LUSTER—which endures through the life of the fabric.

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4. LONGER LIFE—stronger resistance to wear, with finer appearance retained through countless launderings.

5. GREATER ECONOMY—fewer replacements needed.

All these improvements at no increase in price

SIMTEX MILLS, *Division of Simmons* Co., 40 Worth St., New York 13, N.Y.

J. M. Symes Suggests . . .

- **That the government return to the railroads the equivalent of its 3% tax on freight transportation and its 10% tax on passenger transportation, with the requirement that railroads match it dollar for dollar, and earmark the combined funds for roadway maintenance.**
- **That Congress enact legislation along the lines of the Hobbs-Truman Act concerning navigable streams, so that in future railroads would be called upon to pay only for benefits actually received in grade-crossing separations; and that cost of maintaining bridges or protective devices at grade crossings be shared by all beneficiaries.**
- **That private and contract carrier tonnage be permitted to move over railways as it is presently moving via highway, waterway and airway.**
- **That imports of residual oil be curtailed.**
- **That some form of tax relief be provided to compensate for the deficit incurred by railroads in providing passenger transportation.**
- **That railroads be allowed to appeal to the Interstate Commerce Commission when state regulatory bodies prevent discontinuance of unnecessary service that is operated at a loss.**
- **That federal aid be provided for "stockpiling" railroad freight and passenger equipment for emergency use.**
- **That arrangements be made for government loans to railroads for equipment and modernization of plant, the loans to be paid back over a period of years by reduction in charges for moving government freight.**

"Indirect Subsidies" for Railroads

"Perhaps we should seek equality of competitive opportunity" along that line, PRR president tells NDTA—Rails, he says, "not now prepared" for wartime transport job

"Perhaps it is in the public interest" that railroads, "instead of seeking equity and fair play in transportation on the sound premise that the user should pay for the true cost of the service he demands and receives . . . should have been seeking equality of competitive opportunity on somewhat the same terms as that afforded our competition."

That suggestion, backed up by eight specific proposals [summarized immediately above] for what, by implication, he termed "indirect subsidies" to railroads, was advanced by Pennsylvania President James M. Symes in an October 25 address to the National Defense Transportation Association—an address in which Mr. Symes bluntly said also that "railroads are not now prepared to do the kind of job we would be called upon to perform" in the event of another war—"and will not be prepared to do so if present policies with respect to transportation are continued."

"Examples"—His eight proposals, Mr. Symes emphasized, were "merely examples of some of the things that might well be considered on the basis of fair treatment to all and favors to none." Assistance rendered by the government to the railroads under them "would be much less than that furnished other forms of transport," but "it would substantially strengthen our defense where admittedly it is now woefully weak . . . at a cost that would not be noticeable to the American people."

Unprepared for War—Mr. Symes' argument for a new approach to the goal of "equity and fair play in transportation" was based on his estimate that, in the event of another war, the nation's transportation system "could within a comparatively short time be called upon to produce freight transportation to the extent of 1½ trillion ton-miles." He further estimated, that, because "railroads can produce more transportation, with less manpower and less strategic materials, than can other agencies," another war would mean "975 billion ton-miles [annually] for railroads to handle—30% more than they actually handled during the peak of World War II, and 60% more than they handled during 1953." As to passenger traffic: "The railroad industry cannot do now what it did in World War II."

"The present pattern of regulation, taxation, subsidized competition and restriction of the railroads' efforts to meet competition," the PRR president continued, "are fast bringing this admittedly weak segment of our economic system—and admittedly essential link for national defense—to a point from which railroads could not, as they did in World War II, return quickly to full strength and vigor as the transportation work horse of national defense."

Subsidies to Blame—This condition he attributed largely to the fact that "subsidy is destroying the inherent advantages of the several transport agencies, resulting in natural advantages being shunted aside for artificial ones. . . . Certainly it is not in the public interest to encourage use of a high-cost method of transport through subsidy, at the expense of a low-cost method that is not subsidized. Certainly it is not in the interest of national defense to encourage transportation by subsidy that will not serve nearly as well the defense needs of our nation as will another transportation agency that is not subsidized. Instead of advocating removal of subsidy from our competition, or direct subsidy to railroads, perhaps we should seek equality of competitive opportunity somewhat along the suggested lines."

Revision Ahead?—Another speaker before the NDTA meeting—its annual convention, at Pittsburgh—was Earl B. Smith, director of transportation and communications in the Department of Defense.

"It seems," Mr. Smith said in part, "we are headed toward a possibility of revising some of our practices and policies with regard to transportation in general. . . . When the proper time arrives, we could well afford to give constructive and public-interest consideration to recommendations" of the President's Cabinet Committee on Transport Policy and Organization and of the "Hoover Commission task force" which is studying government transportation, government use of transportation facilities, and government traffic management policies and practices.

"The economic stability of all modes of transportation, and especially the common carrier segment of each mode, must be maintained to insure the effectiveness of carriers, and their ability to satisfy military requirements," Mr. Smith also said.

Public Apathy — Giles Morrow, president and general counsel of the Freight Forwarders Institute, who delivered the convention's opening keynote address, urged, as an area for expanded NDTA action, "educational activities designed to dispel public apathy toward transportation and transportation preparedness."

NDTA directors, by a series of resolutions, urged creation, within the Office of Defense Mobilization, of a group to be headed by an assistant or deputy administrator, "to review and coordinate all planning toward emergency transportation activities, and

direct preparation of all necessary plans for emergency transportation."

Officers — E. G. Plowman, vice-president—traffic, of the United States Steel Corporation, was re-elected president of NDTA; Arthur H. Gass, chairman of the Car Service Division of the Association of American Railroads, was re-elected chairman of the board; and Clark Hungerford, president of the Frisco, was elected national vice-president for railroads. National vice-presidents-at-large include Ben Colman, vice-president, Evans Products Company, and T. Louis Chess, Southern Pacific general passenger agent at San Francisco. New regional vice-presidents include F. C. Hogue, vice-president (traffic), Denver & Rio Grande Western; J. B. Helwig, resident vice-president at Los Angeles of the Minneapolis & St. Louis; and Earl B. Padrick, chairman of the Trans-Continental and Western Passenger Associations and Western Military Bureau.

AAR's Beatty Stresses Railroad Role in Defense

Albert R. Beatty, assistant vice-president of the Association of American Railroads, warned last week that preparedness for war must contemplate "good transportation capable of delivering men and supplies when and where they are needed."

Mr. Beatty spoke thus at convocations at the State Agricultural & Mechanical College in Orangeburg, S.C., and at Morris College in Sumpter, S.C. To point up his warning, he cited a recent newspaper story predicting that Russia might launch a Pacific war in 1956 because, by then, it would have finished "a giant railroad network that would link the Asian and Eurasian land masses and run across the China mainland from north to south and west to east."

As Mr. Beatty explained, he referred to the story, "not because I believe it may be correct in what it predicts, but because so much importance is attached to the relationship between the completion of a railroad network and the ability of a nation to make war." The AAR executive added:

"While we know very little of what is going on behind the Iron Curtain, we do know that the Soviet Union . . . recognizes that there is no substitute for adequate and efficient railroads. . . . There is no doubt that if the United States were again to be plunged into war, this country would turn to its railroads to do the basic transportation job. . . . It is obvious, then, that if America is to remain strong and prepared for the emergency of war, our railroads must be strong. And to be strong physically, they must be healthy financially. . . . This can be accomplished only by removal of handicaps under which railroads now operate and by establishment of a fair field in transportation."

Law & Regulation

UP Wins Partial Court Victory in Ogden Case

The court to which the Union Pacific appealed has ruled that the Interstate Commerce Commission lacked power to open the Ogden Gateway as wide as the commission undertook to do in its 1953 decision.

That decision came out of a complaint whereby the Denver & Rio Grande Western asked the commission to require the UP to participate in joint through routes and rates, via Ogden, on traffic moving between "Colorado common points" and points east thereof, and points in the Northwest. UP participation in joint rates on the traffic involved is now limited generally to rates applicable over routes which make Denver, Colo., the point of interchange.

The commission decision gave the Rio Grande a partial victory, finding that through routes and joint rates via Ogden were "necessary and desirable in the public interest" on a selected group of commodities. (*Railway Age*, February 2, 1953, page 12.) As indicated above, that victory was trimmed by the court which was a special three-judge tribunal sitting in the federal district court at Omaha, Nebr.

The court ruled that the commission order was invalid insofar as it required joint rates on shipments which do not require stoppage-in-transit privileges at points on the Rio Grande. It sent the case back with instructions that the gateway be opened only as to traffic which does require such transit privileges.

Circuit Judge Collet and District Judge Delehant comprised the court majority, a dissent having come from its third member—Circuit Judge Johnsen. He found evidence that the case marked "another attempt by the commission to gain a new foothold . . . for the philosophy and position that it should have the right to put into effect as many new through routes as it deems advisable, without being required to give consideration to the question of short hauling another carrier."

Following issuance of the court ruling, the commission further postponed the effective date of its order in the case—from December 1 until February 1, 1955.

WESTERN MARYLAND'S Port Covington (Baltimore) ore pier unloads vast quantities of manganese, chrome and iron ore for U.S. steel capitals. The recently expanded three-crane facility has a rated capacity of 3,000 tons an hour, making it one of the largest operations of its kind in any port. Newest and largest unloading tower (above), run by General Electric-built equipment, makes it possible to handle three large ore ships simultaneously or concentrate all three cranes on one vessel.

Public Relations

Faricy Honored by New York Commercial Group

A formal citation for "broad acquaintance with the varied subjects with which railroad management must deal; outstanding abilities in representing railroads in matters of common concern; and qualities of leadership" was presented to William T. Faricy, president of the Association of American Railroads, by New York City's West Side Association of Commerce at its 30th anniversary dinner, October 19.

At the same time, a citation and medal were presented to Herbert Hoover, former president of the United States, for his "monumental achievements in the interest of human progress."

Seated at the head table, with Mr. Hoover, Mr. Faricy and officials of the West Side Association, were presidents or other high-ranking executives of 11 of the 12 railroads serving the Port of New York, the Railway Express Agency, the Eastern Railroad Presidents Conference, the American Locomotive Company and the Interstate Commerce Commission.

In accepting his citation, Mr. Faricy said he did so "in full recognition of the fact that the award is not so much to me as an individual as it is a symbol, representative of the association which I have the honor to head and, beyond that, of the great industry which that association serves."

He continued to point out what railroads have meant to New York, declaring that what makes them "vital" to that city and to the nation "is those daily transportation services functioning so smoothly they are taken for granted."

"Anomalous Situation"—Yet, Mr. Faricy went on, "We have today the anomalous situation of a self-supporting industry, efficiently and economically operated, providing an essential service for a growing nation, which in a time of high business activity is able to earn a return on investment averaging only about 3¾% in the past decade, and in this year only about 3%."

This situation, he said, is due in large part to "one-way competition," in which railroads, "self-supporting, tax-paying and rigidly regulated, have been the target for specialized and selective competition, much of it subsidized, and much of it unregulated or regulated only in very slight degree." This "one-way competition," he added, "has been directed to virtually every pound of potentially profitable traffic."

To alter this situation, "by releasing railroads from restrictions which now apply to them," the AAR executive concluded, "would not mean the end of competition," but "the beginning of true, two-way competition. . . . To the public this would mean a wider choice of better services, rendered at lower real cost and sold at truly competitive prices. To the railroads it would mean . . . an opportunity to serve more fully by meeting competitive situations as they arise."

"HAMBURGER GRILL," featuring extra large hamburgers, has just been placed in service on the Southern Pacific's "San Francisco Limited" between San Francisco Bay area cities and Ogden, Utah. The car—rebuilt in the SP's Sacramento shops from a conventional dining car—provides passengers with food items at any time of day. It includes a combination kitchen-pantry where food items are prepared, a glassed-in display counter where passengers make their selections, and a table area seating 32.

Figures of the Week

Freight Car Loadings

Loadings of revenue freight in the week ended October 23 totaled 746,007 cars, the Association of American Railroads announced on October 28. This was an increase of 24,605 cars, or 3.4%, compared with the previous week; a decrease of 58,406 cars, or 7.3%, compared with the corresponding week last year; and a decrease of 14,766 cars, or 1.9%, compared with the equivalent 1952 week.

Loadings of revenue freight for the week ended October 16 totaled 721,402 cars; the summary, compiled by the Car Service Division, AAR, follows:

REVENUE FREIGHT CAR LOADINGS

For the week ended Saturday, October 16

District	1954	1953	1952
Eastern	109,729	134,848	141,143
Allegheny	123,638	158,587	163,273
Pocahontas	53,238	58,819	50,652
Southern	123,350	131,620	129,805
Northwestern	114,009	134,960	143,555
Central Western	138,626	138,708	142,146
Southwestern	58,812	65,040	67,834
Total Western Districts	311,447	338,708	353,535
Total All Roads	721,402	822,582	838,408
Commodities:			
Grain and grain products	49,367	55,986	54,636
Livestock	16,879	16,016	17,525
Coal	126,707	136,417	123,089
Coke	9,031	12,489	14,893
Forest products	45,229	44,339	44,558
Ore	48,681	78,129	85,390
Merchandise l.c.l.	64,845	72,130	75,205
Miscellaneous	360,663	407,076	423,112
October 16	721,402	822,582	838,408
October 9	703,193	804,066	842,797
October 2	721,883	812,534	851,920
September 25	710,215	819,709	862,065
September 18	711,228	823,883	873,596
Cumulative total, 42 weeks	27,177,650	31,505,612	30,551,021

In Canada.—Carloadings for the seven-day period ended October 7 totaled 77,254 cars, compared with 106,393 cars for the previous nine-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada:		
October 7, 1954	77,254	27,605
October 7, 1953	84,016	31,204
Cumulative Totals:		
October 7, 1954	2,799,419	1,092,234
October 7, 1953	3,085,888	1,265,257

Labor & Wages

Emergency Board Members Named in Pullman Case

Reverend Edward B. Bunn, president of Georgetown University, Edward F. Carter, associate justice of the Supreme Court of Nebraska, and Howard A. Johnson, former chief justice of the Supreme Court of Montana, comprise the emergency board which will investigate the wage dispute between the Pullman Company and those of its employees who are represented by the Order of Railway Conductors & Brakemen.

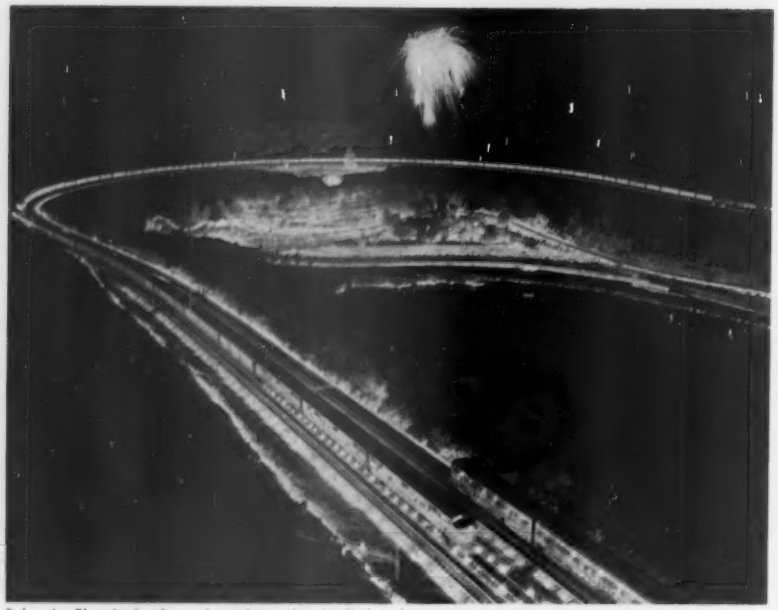
The appointments were made by President Eisenhower on October 26, 10 days after he had issued the executive order creating the board (*Railway Age*, October 25, page 9). The board will hold hearings at Chicago.

Rates & Fares

Montreal-Toronto Truckers Meet Rail Rate Cuts

Canadian truckers operating between Toronto and Montreal have made drastic cuts in their freight tariffs to meet recent reductions, averaging 35%, made by railways to regain traffic being lost to highway movement.

The Canadian Trucking Association, through its president, G. M. Parke,



Sylvania Electric Products, Inc.; Pennsylvania Railroad

THE MOST AMBITIOUS FLASHLIGHT PICTURE ever attempted produced this night view of the Pennsylvania's Horseshoe Curve. Snapped at 10:40 p.m. October 20, after months of planning by officers of the railroad and of Sylvania, the picture commemorates this year's 100th anniversary of the opening of the curve to traffic, and also the 75th anniversary of the modern incandescent lamp. The picture required 6,000 photoflash bulbs, placed around, above and below the railroad tracks, and even under the surface of Altoona reservoir, which the curve encircles; their combined light, greater than that of 15 million 60-watt bulbs, covered a 2-million-sq-ft area. The bulbs were connected by 31 miles of wire to three generators and a central control point; cameras, on a specially built 154-ft tower, were synchronized with the flash by telephone and loudspeaker. In the foreground, headed west, is the PRR's "Trail Blazer"; in the background, around the curve, is an eastbound freight train, with the diesel locomotive of another freight train in the right foreground.

has admitted that truckers may not be able to keep the low rates in operation long. "If traffic volume," he said, "proves insufficient to maintain some of the low rates, these rates will be restored to their former levels, even if it means loss of traffic."

JCL Would Raise Commuter Fares

The Jersey Central Lines have filed new tariffs with the Interstate Commerce Commission for an increase in New Jersey-New York commutation fares, effective November 21. The new fares would be similar to those authorized by the ICC for the Lackawanna, which went into effect October 22, but which are now being investigated by the commission.

Tariff Study Group Sends Out 21st Questionnaire

The Railroads' Tariff Research Group has sent out the 21st of the series of questionnaires whereby it is seeking views of interested parties on ways and means of simplifying and otherwise improving tariffs.

Questionnaire No. 21's main question is: How may tariffs of diversion and reconsignment rules and charges be improved? Two subsidiary questions are: Is it preferable to have rules for all carriers in a single nationwide agency tariff (or a limited number of regional tariffs)? Should there be separate tariffs for 'general freight,' fruits and vegetables, coal and coke, grain, etc.

RETIREMENT BOARD WITHDRAWS JOB REQUEST

The Railroad Retirement Board advised the Civil Service Commission on October 26 that "upon further consideration" it was withdrawing its letter of September 17 in which it had requested placing of 10 staff positions under so-called schedule C. The move would have put policymaking and confidential positions on the board under appointment rather than under civil service classification.

Railway labor groups have strongly protested the move (*Railway Age*, October 4, page 12), terming it a "scheme to pack the board," etc., and the controversy has occupied considerable space in recent labor publications. The affected jobs ran from chief executive officer to liaison representative.

ICC Reinstates Probe Of DL&W Commuter Fares

Reversing its Division 2, which had discontinued the proceeding, the Interstate Commerce Commission has reinstated its investigation of the Lackawanna's increased New Jersey-New York commutation fares.

In ordering that the investigation be made, the commission let the increases remain in effect. The proceeding is docketed as I. & S. No. 6260 (*Railway Age*, October 25, page 11).

Accounting

Univac to Handle Accounts for C&O

Beginning sometime in 1956, the Chesapeake & Ohio will put to work in handling freight revenue accounting, payrolls, property and allied accounting, a Univac, Remington Rand, Inc.'s high-speed electronic digital computer. The computer, to be leased for $25,000 per month, will, said C&O President Walter J. Tuohy, "simplify, improve and speed up records and reports which now require a billion pieces of paper annually on the railroad." Reports, he added, will be more complete and timely for use by C&O management.

Commenting on the leasing of Univac, C&O Vice-President — Finance John E. Kusik stated that in all industry "the same basic data are processed in several offices for separate purposes, yet the records and reports which are produced have only slight differences. With the computer, original data, such as that on freight waybills, for example, will go into a single 'clearing house,' will be transcribed just once, and then processed mechanically to produce the various kinds of information and reports that now come from parallel effort in several departments. The needless duplication of work—the frequent copying and recopying of basic data that has been the accepted rule—can be eliminated."

Operations

Santa Fe Starts T-O-F-C Chicago-Kansas City

Effective November 1, the Santa Fe begins trailer-on-flat-car service between Chicago and Kansas City. Westbound, the traffic will move on an

existing fast freight schedule which calls for departure at 6 p.m. and arrival at 7:30 a.m. the following day. For eastward movement, the road has created a new schedule with approximately the same running time.

The traffic will move at truck-competitive rates and minimums on rail bills. Trailers 24 and 32 ft long are to be used; tie-down equipment on flat cars will permit handling two of the smaller trailers or one of each size per car.

The road has labeled the new service an expansion of its experimental piggyback operation between Wichita, Kan., and Kansas City, which has been in operation about two years.

SP Expands Its Piggyback Service

The Southern Pacific has expanded its trailer-on-flat-car operations to include service between the San Francisco Bay area and other central California cities and points in eastern Oregon, Idaho, Utah and Wyoming. The new service provides for interchange of equipment with the Union Pacific, at Wells, Nev., or Ogden, Utah.

The service was provided for in a tariff to which those roads are parties and which the Interstate Commerce Commission voted not to suspend. The tariff, published by agent J. P. Haynes, is Pacific South Coast Freight Bureau No. 290 and ICC No. 1569.

People in the News

Simon Joins Metropolitan Rapid Transit Commission

Frank H. Simon, who has been with the Long Island for the past three and one-half years as assistant to chief operating officer, member of the trustee's study committee, and general manager, has been appointed executive director of the Metropolitan Rapid Transit Commission, a joint agency of the states of New York and New Jersey, with offices at 15 Broad street, New York.

Baker Heads TAA

Dr. George P. Baker, professor of transportation at the Harvard University Graduate School of Business Administration, has been named president of the Transportation Association of America, effective December 1. He will succeed Frank C. Rathje, Chicago banker, whose term expires at that time. Dr. Baker, also named a member of the board of directors, has been a consultant for the association and moderator of its National Cooperative Project.

Dr. George P. Baker

James L. Madden, chairman of the board, made the announcement, and said one of Dr. Baker's first duties will be to aid in selection of a successor to the late Donald D. Conn, executive vice-president.

Organizations

RSPA to Discuss Car Movement Information

The subject of the November 16-18 meeting of the Railway Systems & Procedures Association, to be held in Chicago's Morrison Hotel, will be "Information for Control of Train and Car Movement." Discussions will cover three phases of the subject:

(1) What has been accomplished to date, through use of radio, printing telegraph and punched cards, toward better control of car movement;

(2) What information, not now readily available, would enable operating, traffic and accounting forces better to control their operations; and

(3) What communications and data processing equipment is—or soon will be—available to enable railroads to obtain—quickly enough for control purposes—new informational demands discovered in phase two.

Outlining accomplishments to date will be: Elmer Hutchisson, dean of faculty, Case Institute of Technology; J. L. Barngrove, Jr., general traffic manager, Lackawanna; W. K. King, assistant general superintendent transportation, New Haven; W. T. Burns, vice-president—traffic, Union Pacific; F. N. Nye, director transportation research, New York Central; J. W. Harman, general superintendent, Canadian Pacific; V. G. Smart, assistant general superintendent transportation, CPR; W. K. Gentleman, supervisor railway telegraph service, CPR; and C. C. Cather, research supervisor, Southern Pacific.

Establishing informational needs for better future control of train and car movements will be a panel consisting of: D. W. Brosnan, vice-president—operation, Southern; W. W. Patchell, vice-president, Pennsylvania; W. N. Norris, president of RSPA and general auditor, Great Northern; and J. W. Milliken, director of research, *Railway Age*.

In the light of informational demands set up by the above-mentioned panel:

(1) Better equipment now—or soon to be—available for transmitting information will be discussed by: R. F. Dirkes, director—facsimile and private wire services, Western Union Telegraph Company; J. R. Rae, general methods engineer, Long Lines department, American Telephone & Telegraph Co.; J. B. Williams, executive engineer—industrial products, Philco Corporation; and J. F. Feagler, chief methods research officer, Chesapeake & Ohio.

(2) A panel of members of the General Committee of the Communications Section, Association of American Railroads, will discuss the key role of railroad communications department in assembling better information for control of train and car movement. The panel will consist of: C. O. Ellis, general superintendent communications, Rock Island; R. A. Hendrie, general superintendent communications, Missouri Pacific; J. L. Niesse, general superintendent communications, NYC; and W. G. Salmonson, assistant chief engineer—signals, PRR.

(3) A third panel will discuss the potential value to railroads of high-speed digital computers and other modern data processing equipment. This panel will consist of: R. M. Kalb, electronics engineer, Engineering Research Associates division, Remington Rand Inc.; H. F. Mitchell, director—sales engineering and applications research, Electronic Computer department, Remington Rand; and C. R. DeCarlo, assistant director, Applied Science department, International Business Machines Corporation.

Coordinated Associations Will Meet in 1955

Meetings of the Coordinated Mechanical Associations will be held at the Hotel Sherman, Chicago, September 12, 13 and 14, 1955. In connection with these meetings there will be an exhibit of mechanical products of member companies of the Allied Railway Supply Association.

AAR Mechanical Division To Meet in Montreal

The Mechanical Division of the Association of American Railroads has decided to hold its next annual meeting June 21, 22 and 23, 1955, at the

List of Meetings & Conventions appears on page 73.

Sheraton-Mount Royal Hotel, Montreal. The Electrical Section of the Engineering and Mechanical Divisions will hold its annual meeting at the same time and place.

The third regional meeting of the **Safety Section, Association of American Railroads,** sponsored by the **Metropolitan Superintendents Association of New York,** will be held November 16 at the Hotel New Yorker, New York, starting at 10 a.m.

A dinner meeting of the **Mississippi Valley Maintenance of Way Club** will be held at 6:30 p.m., November 8, at the Hotel DeSoto, St. Louis. A Union Switch & Signal film on hump retarder yard operation will be shown, with commentary and a question-and-answer session conducted by J. J. O'Toole, general manager of the Milwaukee.

A meeting of the **Car Foremen's Association of Chicago** will be held November 8, at the La Salle Hotel. Frank Fairchild, transportation assistant to general manager, Indiana Harbor Belt, will be guest speaker and narrator of a motion picture covering construction of the new hump at the railroad's Blue Island yards.

New officers of the **Stock Yards District Traffic Club** at Chicago have been elected for the year 1954-55 as follows: President—Joseph G. Regis, Victor Manufacturing & Gasket Co.; vice-president—Robert H. McNalley, Rock Island; secretary—Charles A. Cleveland, Campbell Soup Company; and treasurer—Fred W. Reitze, Santa Fe.

The **National Association of Travel Organizations** will hold its 14th annual convention at the Park Sheraton Hotel, New York, November 10-13.

Edwin B. Meissner, president of the St. Louis Car Company, has been elected a trustee of the **National Security Industrial Association** for a three-year term expiring September 1957.

The thirteenth annual "Financial Follies," staged by the **New York Financial Writers' Association,** will be held in the grand ballroom of the Hotel Astor, New York, on November 19.

The **National Industrial Traffic League's** 47th annual meeting will be held in the Hotel Statler, New York, November 18-19.

Victor H. Peterson, vice-president of Fairbanks, Morse & Co., has been elected to the executive council of the **Federation for Railway Progress,** to represent supplier members of the federation. He succeeds Franklin Berwin, vice-president of the Colorado Fuel & Iron Corp., who resigned due to business pressure.

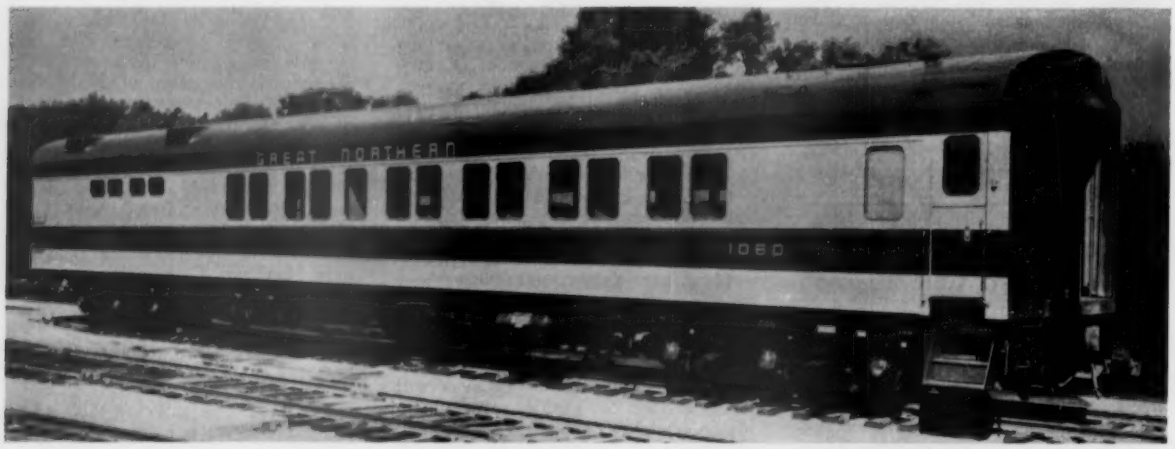
Equipment & Supplies

Class I Roads Install 953 Locomotives in 9 Months

Class I railroads put 953 new locomotive units in service in the first nine months of 1954, compared with 1,683 in the like 1953 period, the Association of American Railroads has announced. The 1954 total included 939 diesel units and 14 gas turbine-electric locomotives; the 1953 installations, 1,667 diesel units and 12 steam and four gas turbine-electric locomotives.

September 1954 installations by Class I roads totaled 75 units, including 73 diesel units and two gas tur-

(*Continued on page 65*)



TWO FORMER DINING CARS (above) have been modernized and converted into cafe-reserved seat coaches by the Great Northern's St. Paul shops, for service on the "Cascadians" between Spokane and Seattle. The cars are air-conditioned and equipped with new roofs and roller-bearing trucks. The orange and green exterior color scheme follows the pattern of other GN streamliners.

"SLEEPY HOLLOW" SEATS for 18 passengers were installed in the carpeted rear section (right). Other features of this section include double-paned windows, large luggage racks, and new individual directional lighting fixtures over each seat. Ahead of the bulkhead is a four-table cafe section for serving light foods and beverages.

Engineer's Rear View Mirror

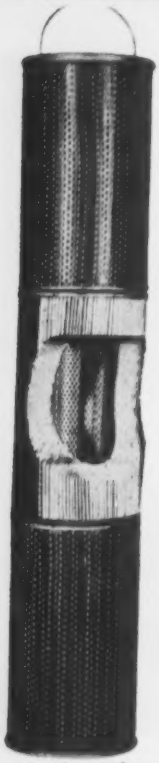
The Type "B" Brake Pipe Flow Indicator is much like a rear view mirror—it reflects what is going on in the brake pipe of his train—ofttimes a mile and a half away.

NEW MOVIE AVAILABLE entitled, *"AT THIS MOMENT"*—showing a vivid story of modern railroad progress. Length 26 minutes, on 16 mm. color sound film. For use of film write: United World Films, Inc., 1445 Park Ave., New York or Association Films, Inc., 347 Madison Ave., New York.

Westinghouse Air Brake
COMPANY

AIR BRAKE DIVISION WILMERDING, PA.

FOR WAYSIDE FUELING STATIONS



Cutaway view of typical element. The uni: shown above measures only 27 in. in height yet contains 6,000 sq. in. of surface area.

Low in cost

... High

in efficiency

HERE'S positive, economical protection for your diesel fuel injection system. PUROLATOR Wayside Filters out-perform old style filters by a wide margin—and cost less unit-wise, because of fewer replacements. These Micronic filters provide high flow rates in a minimum of space. The pleated, accordion design of the Micronic filter element provides many more times dirt storage space. The unit shown at left measures only 27 in. in height yet contains 6,000 sq. in. of surface area.

You can pump 230 gals. a minute with minimum pressure drop. This means long life for the unit, low current consumption and less wear and tear on the pumps. Elements can be provided in any size to fit your existing equipment. You owe it to your diesels to get the whole story. *Write, wire or phone* for full particulars.

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Letters from Readers

"Make Politics Work for, Not Against, Railroads"

PUEBLO, COLO.

TO THE EDITOR:

The railway industry today is hamstrung by archaic practices and policies that are doing as much, if not more, to keep traffic away from railroads as outside competition. Some railroad officers are too self-satisified with outworn practices. . . . There is too much supervision; not enough of the right kind of selling and public-contact force. There is not enough talent, for instance, in the rate-making and rate-interpretation field, which is the handle that reaches out to the public. . . .

Railroad service, in the end, is the cheapest, safest and most dependable available to the American public today, but it is up to railroaders to make the public realize that this is so.

MITCHELL C. SENA
Atchison, Topeka & Santa Fe

•

Instead of "Piggyback"

WILMERDING, PA.

TO THE EDITOR:

I should like to suggest "Rail-Highway Express" as a substitute for "Piggyback" or "T.O.F.C."

Both "Piggyback" and "T.O.F.C." seem to belittle the role of the truck in this joint enterprise. "Rail-Highway Express", on the other hand, seems to bring out the dual effect in this service and to indicate the speediness inherent in it.

CHESTER A. FULLER
Test Engineer,
Westinghouse Air Brake Company

•

Interchange with CR&IC

CHICAGO

TO THE EDITOR:

In the second paragraph of your article on the Cedar Rapids & Iowa City (*Railway Age*, September 20, page 69), it is stated that this road interchanges with the Rock Island at Iowa City and with the Illinois Central, the North Western, the Milwaukee and the Waterloo, Cedar Falls & Northern at Cedar Rapids.

The Crandic also interchanges with us at Cedar Rapids although the connection is not direct. The North Western and the Milwaukee perform the intermediary service.

WILLIAM E. HAYES
Executive Assistant, Public Relations
Rock Island Lines

what Motorola means to the railroad industry

Reliable Radio Communication Equipment for:

Yard and terminal applications
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End to end
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Dispatch line control
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radio equipment
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now
in
daily use by more than 80 railroads—

Operating departments get big assist from *2-way radio*

Modern radio communications make it possible to "make" schedules. Elimination of lost time in "over-the-road" operations reduces "turn around time" for diesels—fewer engines for the same operation. Cars enter and leave yards in fewer hours. Lower per diem charges. Greater yard capacity. All this resulting in better customer service and lower operative costs.

Motorola mainline radio permits dispatcher to talk to wayside operator for regular train order information or radio control. Key box and loudspeaker operation provide selection of wayside stations and modern dispatch line communication facilities.

DISPATCHER ⟷ WAYSTATION OPERATOR

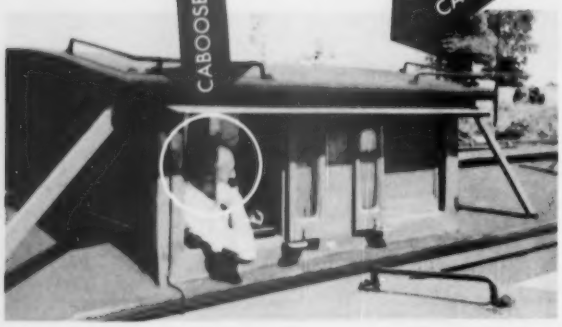
TRAIN ⟷ DISPATCHER (IN EMERGENCIES)

Engineer has instantaneous contact with conductor to improve train operation. Radio also provides communication with other trains for inspection information.

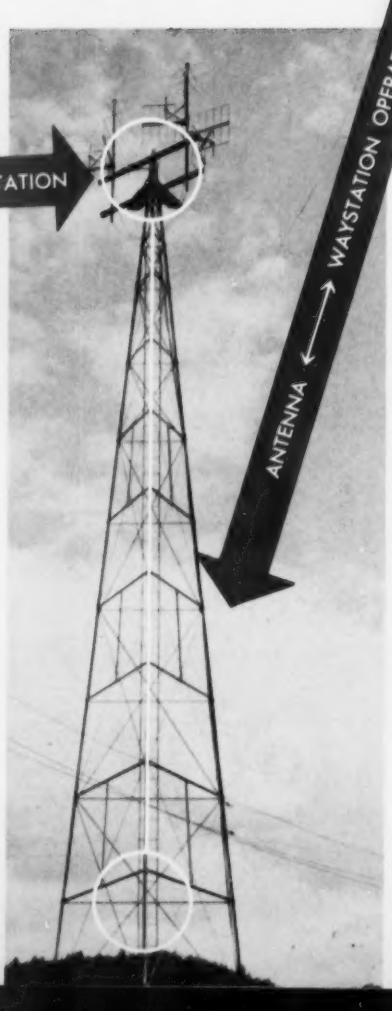
LOCOMOTIVE ⟷ WAYSTATION

LOCOMOTIVE ⟷ CABOOSE

WAYSTATION ⟷ CABOOSE



Conductor in caboose has complete control of train by radio. Break-in-twos due to rear end application of brakes eliminated. Conductor contacts local operator or dispatcher for information.



WAYSTATION OPERATOR ⟷ ANTENNA

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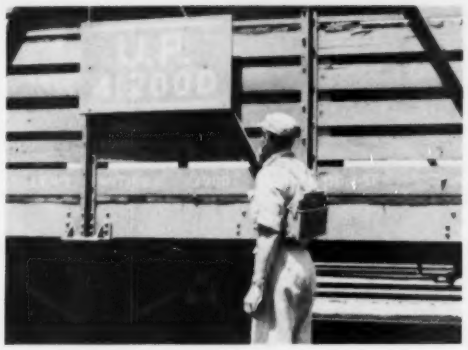
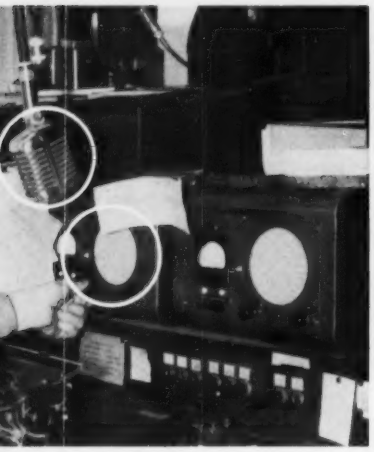


Radio in car checking operations eliminates that "loss" in departure time while the car checker is walking the train. Bills are pulled and ready as soon as the last car number is "radioed" in.

Yardmasters, terminal superintendents, trainmasters, or division superintendents can move about freely and still be "on deck" with Motorola Radio in their cars.



Wayside operator uses radio control equipment for contact with dispatcher and for local control of radio. If station is unattended, dispatcher can control direct.

Motorola

Communication & Electronics, Inc.

SPECIALISTS AND WORLD LEADERS IN 2-WAY RAILROAD RADIO

Radio handles these jobs:

General operating—

END TO END—Crews of long trains have instantaneous contact to improve train operation.

TRAIN TO TRAIN—Inspection information can be readily exchanged with other trains.

TRAIN-TO-WAYSIDE—Position reports and auxiliary information pertinent to train orders may be exchanged with the wayside operator. Where Motorola mainline systems are installed, this information may be passed on to the dispatcher even through unattended stations.

WAYSIDE-TO-WAYSIDE—Radio contact between adjacent wayside stations bridges gaps when lines are down, completing the dispatch circuit and permitting the railroad to operate without interruption.

Yard operating—

INDUSTRIAL SWITCHING—Better customer service through use of radio in industrial spotting. Greater efficiency through better deployment of diesel switchers—more work per engine hour through elimination of lost time in receiving or changing instructions.

HUMP OPERATION—Regulation of speed of pusher exactly to provide most efficient humping in all kinds of weather.

CAR INSPECTION—Radio provides contact between car inspectors to eliminate lost time in air checks, car inspections.

CAR CHECKING—Car numbers are instantly received by yard clerk as train is walked. Elimination of loss in departure time due to waiting on bills.

Officials—

Radio in cars of superintendents, trainmasters and engineers will save much time obtaining information and still permit management personnel to be on the move.

...ching operations, industrial spotting and humping all are im-...ed through the instantaneous contact of two way radio. Yard-...er no longer has to "hunt" engines.

Motorola • YARD and TERMINAL • TRAIN TO WAYSIDE • CAR CHECKING • END TO END • WAYSIDE TO WAYSIDE • TRAIN TO TRAIN

Construction and maintenance of track aided by 2-way radio

How M/W Departments use Radio

New construction

1) To provide communication between headquarters and the field force.
2) To coordinate operations of various groups of the field force.

Track maintenance

3) Provide communication between flagman and "on track" equipment.
4) Better utilization of "on track" equipment through radio contact with dispatcher or operator.

Restoring track service after floods

5) Portable radio stations replace destroyed communications to facilitate reconstruction.
6) Portables and automobile units permit management personnel to make "on the spot" decisions and immediately issue instructions.

The M/W departments are finding new uses for radio every day. "On Track" equipment such as large tampers can be radio equipped to provide radio contact with the closest wayside station. Protecting flagmen, also radio equipped, have contact with the tamper. The result of such communication is additional tamping time (one railroad gained an hour a day) without stopping any trains.

The same communication system can be applied to Section Gang operations to provide communications to cut down unproductive time without disturbing train operations.

In new construction, radio systems may be temporarily installed to provide contact from the nearest point on the railroad to the headquarters of the field force. As this point moves with the work, radio communications moves right along. Radio units in cars and trucks permit close coordination between all elements.

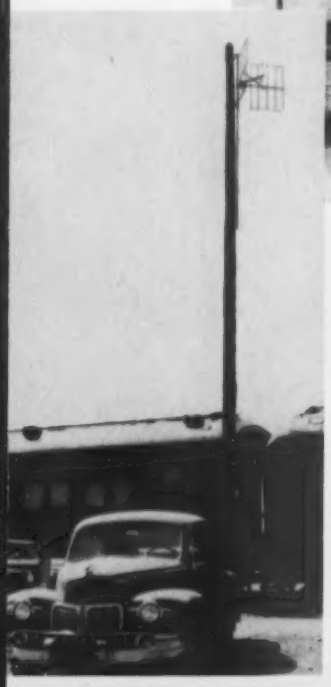
The Union Pacific Railroad, in the recent construction of Sherman Hill Cut-Off, saved many days with radio coordination.

Temporary antenna site on old line of Union Pacific Railroad at Cheyenne — the tie in point to the regular railroad communication system.

Operating position at Cheyenne on the Union Pacific to contact field engineering forces. (top photo.)

Automobiles of supervisory personnel on Union Pacific were radio equipped for perfect coordination. (center photo.)

Radio contact direct to construction scenes saved many lost hours. (bottom photo.)



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2-way radio of rolling st

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Radio is finding new the tamper operator reached through two

Flagman using Motorola s tamper.

Looking

More and more ap Motorola, with its group of railroad future.

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chanical Departments use Radio

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ter safety in "Blue Flagging" of cars.

nt contact between car inspectors and foreman
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ne, since car inspector has immediate contact
yardmaster.

Union Pacific car knocker on brake inspection reports to supervisor via Motorola portable unit.

radio helps expedite inspection and maintenance
ng stock in the mechanical departments

quipped car inspector is a more
rator. The safety of his operation
and he can do his job more
his two-way radio. Contact with
and fellow "car knockers" permits instant decisions and instructions. Cars anywhere in the yard are quickly inspected and trains are sent on their way without inspection delays.

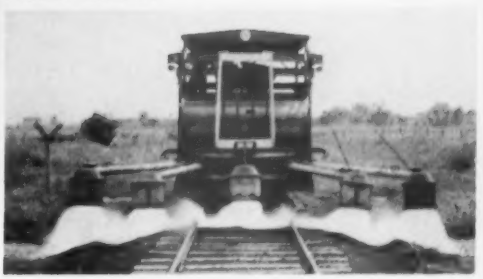
Motorola RADIO APPLICATIONS

ding new work on the railroad every day. For the flagman, operator, the weed sprayer, the fork lift truck—all can be ough two way radio and become more efficient.

Motorola special pack set to communicate with radio equipped

Foreman of "Big Hook" issues instructions to crane operator and crew through Motorola Handie-Talkie Micro Talkie transmitter.

Radio on the fork lift truck in the busy stores department facilitates moving of heavy material.



Speed of the weed sprayer regulated for best operation by radio contact with pusher engine.

oking ahead to the future . . .

more applications of two way radio will come in the future. with its diversified line of two-way radio products, through its railroad specialists, stands ready to assist you now and in the

write today for brochure giving complete technical details and application information.

2-way Radio

Motorola

Communications & Electronics, Inc.

A SUBSIDIARY OF MOTOROLA, INC.

4501 W. Augusta Blvd., Chicago 51, Ill.

*59% of railroad radio installations are MOTOROLA

Yes, 59% of all railroad installations in 1953 were Motorola. The source of the statistics are the reports of the railroads themselves to Railway Age at the close of every year. In these voluntary reports, the number of units installed the previous year, the type of service, and the manufacturer are stated. For 1953, 59% or six out of every ten units were Motorola.

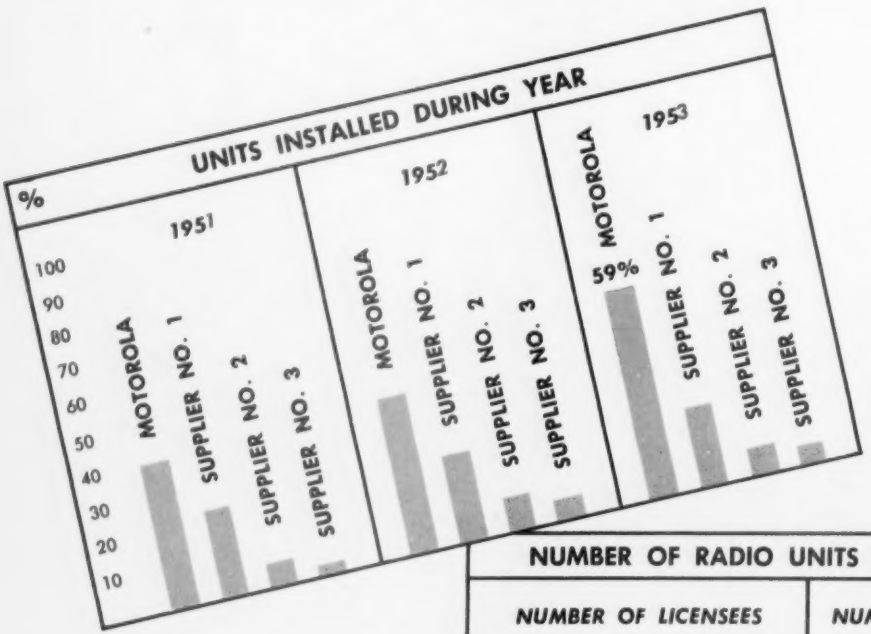
Look over the following charts. The charts show that, as the number of licencees has increased, so has the percentage of Motorola users. Today, more than 80 railroads, using more than 5000 units are Motorola equipped.

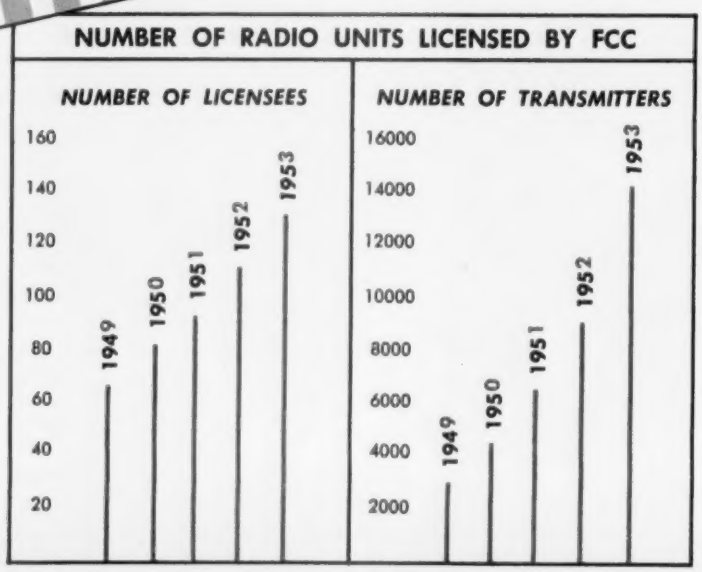
The fact that Motorola is a superior product, designed to do a specific job, is just one reason why so many railroads so consistently specify Motorola.

1. The product is standard. The same units built in 1949 are interchangeable with today's models.
2. Motorola is the leading supplier of radio communications systems in all fields. At Motorola, radio is our only business.
3. Regardless of your two-way requirements, we have a product to fit your needs—a complete line.
4. A special radio engineering group trained in railroading problems is available to serve you.

. . . and this is important. Motorola gives you nationwide service and repair part facilities, completely stocked, adequately manned and thoroughly prepared to back up the product all along the line.

LET US HELP YOU PLAN YOUR RADIO SYSTEM NOW!





Note: Figures based on reports of approximately 50 out of 110 (radio-equipped) railroads reporting to *Railway Age*.

Printed in U.S.A.

Two Road Systems at Work! By Hungerford

We will be glad to send you enlarged copies of this Hungerford cartoon (without advertising copy) for posting on your office and shop bulletin boards, or a cut for your company magazine, at cost.

E Edgewater Steel Company

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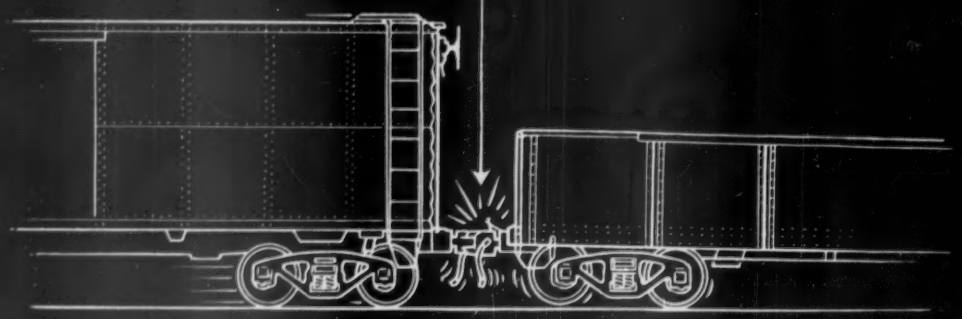
Serving America's Railroads

ROLLED STEEL TIRES
with ROLLED STEEL WHEELS
AND DRAFT GEARS

Post-Graduate of the School of

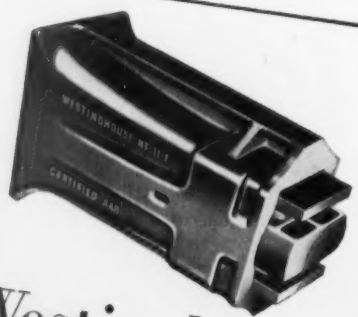
HARD SHOCKS



After Years of HUMP TESTING!!!

One of the earliest gears to be certified by the A.A.R., Westinghouse Friction Draft Gears have continued as one of railroading's most useful appliances during these years. Through the toughest of road service they have taken humping, bumping . . . literally billions of severe shocks and impacts, and have gone on saving valuable rolling stock, reducing damage claims. The Westinghouse Draft Gear's good and basic principle has been subjected to progressive design improvements. Its A.A.R. Certificate was later re-issued to cover these improvements . . . and research is still continuing. It always has been, always will be, the aim of Cardwell Westinghouse to build the best, most practical draft gears modern engineering can devise.

Cardwell Westinghouse Co., Chicago
Canadian Cardwell Co. Ltd., Montreal



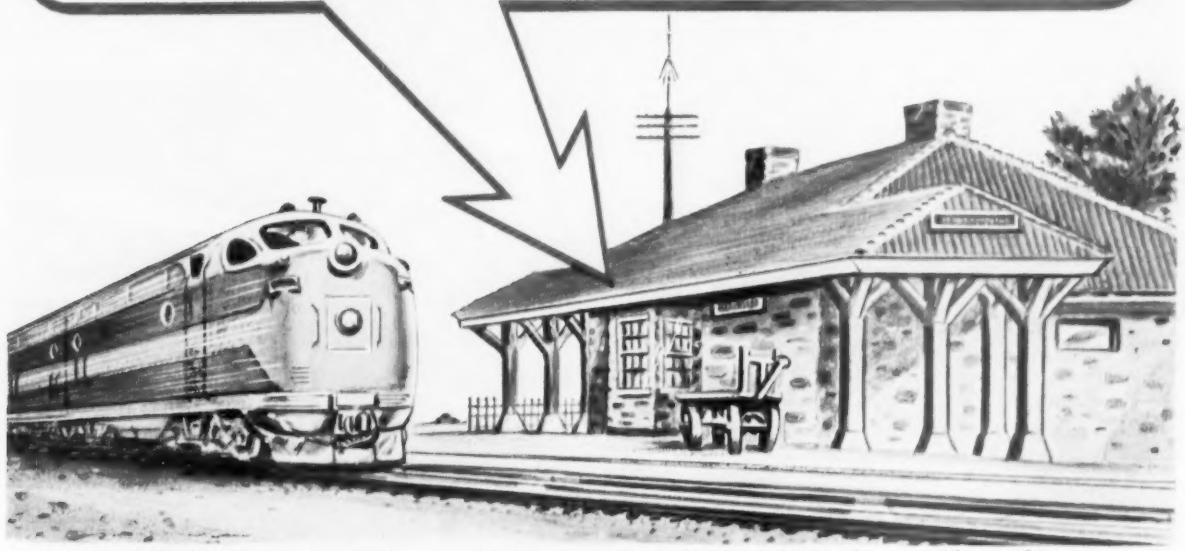
Specify
CARDWELL
WESTINGHOUSE

Westinghouse
FRICTION DRAFT GEAR
Type NY-11-F
Certified A.A.R.

• Cardwell Draft Gears • Westinghouse Draft Gears • Cardwell Friction Bolster Springs •

IT'S JOE'S DAY OFF...BUT

...train messages still go through when the way station is closed!



#8 feature in this revolutionary radio system for railroads

The station is closed . . . but the transmitter and receiver are on "standby."

Another operator or the dispatcher is connected with the closed way station by phone lines. He can send radio messages through the way station by remote control.

Inside the way station the radio receiver is always on standby. Thus a conductor or trainman can talk to operators or the dispatcher through the unattended way station.

Here's how it works

By two way radio operators or the dispatcher and train crew can talk to each other any time directly or through attended or unattended wayside stations. The conductor in the caboose can talk to his engineer. There can be instant voice contact from one train to another. Bendix CRC permits instantaneous supervision and control of train movement.

What it accomplishes

With Bendix Centralized Radio Control, breakdowns and emergencies are immediately made known. Longer freights move faster with fewer accidents to rolling stock. Single tracks can handle larger volume both ways. Better "meets" and changes of "meets" are possible. Unscheduled stops seeking information are eliminated. Knowing locations, conditions and speed of trains eliminates delays at interlocking plants, or when entering and departing yards. And there are a host of other time-saving reasons.

Send for the free Bendix booklet that gives you even more facts why so many railroad managements, seeking new sources of revenue, are enthusiastic over the potential and actual economies of instant radio control between trains, wayside stations and division headquarters.

BENDIX* RADIO
BALTIMORE 4, MARYLAND

A DIVISION OF BENDIX
AVIATION CORPORATION

EXPORT SALES: Bendix International Division
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* Reg. U.S. Pat. Off.

Bendix C·R·C centralized radio control

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Steel grating of Yoloy E make running boards that last!

THE YOLOY FAMILY

High in resistance to corrosion, shock and vibration, easy to fabricate, easy to weld.

YOLOY
(Nickel-Copper)
Low Alloy High Strength Steel

YOLOY E
(Nickel-Chrome-Copper)
Low Alloy High Strength Steel

YOLOY C
(Chrome-Copper)
Corrosion Resistant Steel

Youngstown

QUALITY YOUNGSTOWN SERVICE

●Running boards fabricated from Yoloy E high-strength steel bars afford safe, secure, long-lasting walkways in all kinds of weather. The Yoloy Family of steels is available in plates, sheets, strip, hot rolled and cold finished bars, and continuous weld pipe.

Photograph, courtesy Blaw Knox Company

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Current Publications

BOOKS

BIG ENTERPRISE IN A COMPETITIVE SYSTEM, by A.D.H. Kaplan. 269 pages, tables. Brookings Institution, 722 Jackson place, N.W., Washington 6, D.C. $4.

Big business has been reinforced by public behavior and suspected by public opinion for over half a century. Economic theory has stressed the monopolistic aspects of bigness, but few investigations have examined the role of big business in the competitive enterprise system. That is the purpose of this study.

It is an orientation volume, based on several years of research into the structure and performance of big business. It reviews the history of the big business issue in this country, analyses the varying thories about its role in the economy, and presents a statistical account of its development in recent years. In a chapter entitled "The 100 Largest Industrials," Dr. Kaplan presents a special analysis of how the giant corporations have fared competitively over a 40-year period.

The study concludes that we need a more realistic conception of the place of big business in modern society, and also finds that we require a more realistic concept of competition for the guidance of public policy.

•

PROBLEMS IN ANTI-RECESSION POLICY. 161 pages. Committee for Economic Development, 444 Madison ave., New York 22. $1.

Various aspects of economic recessions and of policies to deal with them are examined in 11 memoranda by outstanding business and university economists who prepared them for CED's Research and Policy Committee. They formed part of the background material used by the committee in the two-year study which resulted in its March statement on national policy, "Defense Against Recession: Policy for Greater Economic Stability."

•

RAILWAY SUPPLY INDUSTRY YEARBOOK, 1954, edited by C. L. Combes. Simmons-Boardman Publishing Corporation, 30 Church st., New York 7. $15.

This yearbook is conveniently arranged in five sections. Section A contains the advertisers' index and an outline of the cooperative work of 11 important industry associations and the railway departmental organizations with which they cooperate; Section B is a "Who's Who" of the railway supply industry, containing a roster of about 1,000 companies known to be active members of the industry, listing personnel and office addresses; Section C, the suppliers' advertising section, contains the latest descriptive product information presented by leading members of the industry; Section D is a product classification, and Section E, a trade name index.

•

DIESEL-ELECTRICS . . . HOW TO KEEP 'EM ROLLING. 139 pages, illustrations, drawings. Simmons-Boardman Publishing Corporation, 30 Church st., New York 7. $2.50.

This book explains the electrical fundamentals which underlie operation of all types of diesel-electric locomotives. The language is non-technical and makes readily understandable to all employees who have any part in operating or maintaining such locomotives the "why" of the "how" instructions in the manuals, which otherwise they must follow more or less blindly. The series of 24 articles which make up the book were prepared by a group of 11 authors, each a specialist in his own line, and all have appear in *Railway Locomotives and Cars.*

•

HURRICANE ROAD, by Nora K. Smiley and Louise V. White. 148 pages. Exposition Press, Inc., 386 Fourth ave., New York 16. $3.

A novel of "the railroad that went to sea"—Henry M. Flagler's Florida Keys Railway Extension.

BROCHURES

THE FRIENDLY SOO, by Leslie V. Suprey. 44 pages, illustrations. The Friendly Soo, Box 113, Marine on St. Croix, Minn. $1.50.

An album of photographs of the Soo Line. Some brief text and captions accompany the photographs.

•

A NEW LOOK AT HEALTH ON THE JOB. 21 pages, illustrations. Institute of Industrial Health, University of Michigan Medical Center, 1630 University Hospital, Ann Arbor, Mich. Free.

A picture story of the new Institute of Industrial Health and services it offers to industry, including highlights of current activities in industrial medicine, occupational health and industrial hygiene. Both research activities and service efforts are discussed, and questions about the institute answered.

•

GATEWAY TO THE NORTHWEST; THE STORY OF THE MINNESOTA TRANSFER RAILWAY, by Frank P. Donovan, Jr. 32 pages, illustrations, map. Frank P. Donovan, Jr., 114 West 45th st., Minneapolis 9. $2.

Covers operation and history of the "mighty midget," as Mr. Donovan calls the Minnesota Transfer in his opening paragraph.

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Specify
STRATOFLEX
FLEXIBLE HOSE No 225
Built to give long service where conditions are especially rough on hose lines. Reinforced with high tensile strength wire braid with outer cover of tough synthetic rubber. In bulk Hose or Hose Assemblies with Stratoflex "over the cover" detachable, re-usable fittings. Write for your FREE catalog or order through your dealer.
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KEY TO RAILROAD PROGRESS...ELECTRICAL PIONEERING

HOW RAILROADS SPEED GOODS TO YOUR DOOR

With the help of latest General Electric equipment, freight classification yards put trains together fast

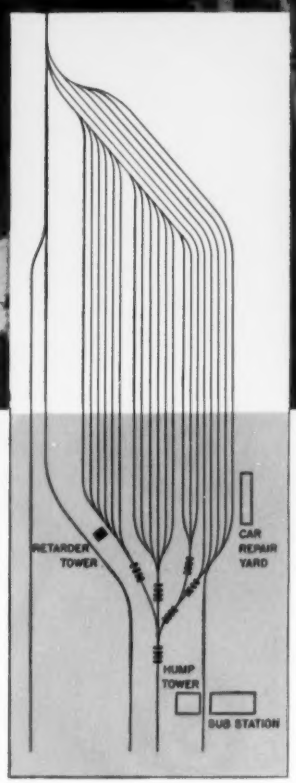
TO HELP AMERICA CARRY OUT its daily transfer of products from one part of the country to the other, railroads rely on the smooth operation of their giant classification yards. In these large "sorting racks," trains from all parts of the country are broken up, the cars classified according to destination, and then made up into trains again and sent on their way to you.

In less than an hour, a car containing television sets, for example, can be separated from the train which picked it up at the factory, and made up with other cars into a train destined for your town. Shipments of fruit from Florida or California, carefully packed in refrigerator cars, might tie onto the same train.

OPERATING AROUND THE CLOCK, some of these great classification yards send through up to 15,000 cars a day, a job that would be impossible without modern electrical equipment—such as that designed by General Electric especially for railroad use.

For instance, today, freight cars rolling down from the "hump" are slowed up by retarders electrically controlled from towers. Formerly cars were braked manually by brakemen riding each one. Now giant floodlights push back the dark—make the yard at night as bright as a well-lighted baseball park. Snowmelters keep switches operating freely, even during blizzards. Other General Electric products—from diesel-electric locomotives to transformers for distributing power—help the railroads deliver the nation's goods swiftly and smoothly.

TODAY, GENERAL ELECTRIC ENGINEERING AND RESEARCH are constantly working to develop new and better products to further railroad progress—thus enabling the railroads to meet more easily the needs of America's expanding industry. General Electric Company, Schenectady 5, New York. 152-53



PORTION OF A TYPICAL CLASSIFICATION YARD illustrated in color above represents the area within the blue rectangle on the yard diagram at left. Electrical equipment plays a major role throughout the yard. Diesel-electric switching locomotive (1) pushes cars up the "hump" where activities are checked constantly through talkback boxes (2) by hump conductor. Meanwhile, luminaires (3) and spotlights light hump area for uncoupling cars. In hump tower (4) operator throws switches in yards electrically to control route of cars. On top deck (5) terminal yardmaster employs two-way radio system and TV to keep in communication with all yard operations. Operator in retarder tower (6) controls retarders (7) to slow down cars, help prevent crashes, damage to freight. Electricity controls track switches, supplies heat to snowmelters (8). Floodlights (9) make yard bright as day for 'round-the-clock operation, easier traffic handling — give better protection from theft. High-voltage power from utility lines is stepped down at substation (10) to intermediate voltage, then transmitted to point of load where distribution transformers (11) step it down again for use by motor-driven compressors in compressor house (12) Electronic signals on cross-over tracks clear way across yard for outgoing freight train (13) at far left.

Progress Is Our Most Important Product

GENERAL ELECTRIC

THIS IS THE THIRD in a series of messages appearing in news and railroad magazines to give the public a better understanding of the vital role played by the nation's railroads in our everyday lives.

One of the 160 Uses of CONCRETE on Railroads

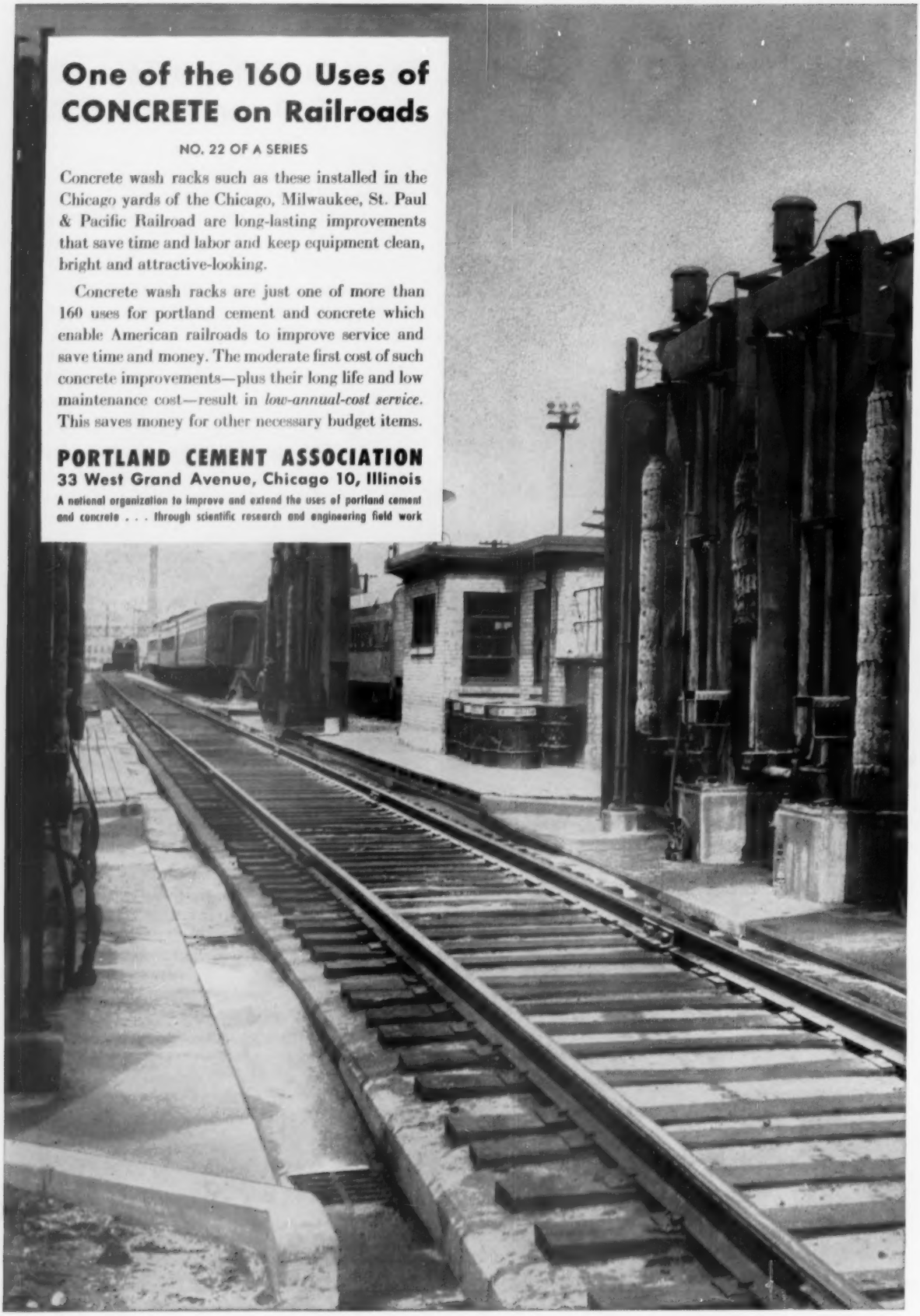
NO. 22 OF A SERIES

Concrete wash racks such as these installed in the Chicago yards of the Chicago, Milwaukee, St. Paul & Pacific Railroad are long-lasting improvements that save time and labor and keep equipment clean, bright and attractive-looking.

Concrete wash racks are just one of more than 160 uses for portland cement and concrete which enable American railroads to improve service and save time and money. The moderate first cost of such concrete improvements—plus their long life and low maintenance cost—result in *low-annual-cost service*. This saves money for other necessary budget items.

PORTLAND CEMENT ASSOCIATION
33 West Grand Avenue, Chicago 10, Illinois

A national organization to improve and extend the uses of portland cement and concrete . . . through scientific research and engineering field work



SHELL TALONA R OIL 40

Fastest growing railway diesel lubricant in the U.S.A.

IN THE TWO YEARS SHELL TALONA R OIL 40 HAS BEEN AVAILABLE, THE VOLUME OF SHELL'S RAILWAY LUBRICANT BUSINESS HAS INCREASED 81%

One Big reason!

ENGINE WEAR

CUT ONE-THIRD

THROUGHOUT the railroad industry Shell Talona R Oil 40 is setting a new standard of anti-wear performance never before achieved or thought possible.

A recent survey on railroads shows that costs for engine cylinder maintenance are reduced considerably when Shell Talona R Oil 40 is used. The average saving was more than one third.

Manufactured from premium base oil plus compatible additives, Shell Talona R Oil 40 offers railroad operators these outstanding advantages:

1. **Superior anti-wear protection**
2. **Excellent detergent-dispersant action**
3. **Outstanding oxidation stability**
4. **Maximum engine performance**

In all types of railroad diesels Shell Talona R Oil 40 is the answer to reduced maintenance costs. See the Shell Railroad Service Engineer for additional details.

SHELL OIL COMPANY

50 West 50th Street, New York 20, New York

100 Bush Street, San Francisco 6, California • Shell Building, St. Louis 3, Missouri

We're getting

FACTS to fight the hotbox

Like the nail and the needle, the solid journal bearing is so basically sound that generations of railroad men have long taken it for granted. As is true of any mechanism, it falls short of perfection; but so long as the difficulties were reasonably infrequent, these shortcomings were accepted as a matter of course.

Recently, however, the trend toward higher speeds, heavier loads and faster maintenance has brought the hotbox problem to the fore. Yet with modern research methods and engineering techniques, this problem will yield to practical solution as have so many others.

What causes hotboxes? Lubrication failure. That much we know. But what, specifically? Dirt? Water? Lack of oil? Below-freezing starts? Long, fast runs in the broiling sun? Overloading? Waste grabs? (Sure—but do all waste grabs result in hotboxes?) Do incipient hotboxes tend to heal themselves? Does a rest help? Or reverse running? Just what happens at the moment of starting, before the oil film is fully established? There is much conjecture, few facts.

That's what we're after in our new bearing laboratory—the facts about journal bearing performance. Here we have installed equipment that will duplicate extreme conditions of bearing operation. We can control these conditions closely—we can measure the effects accurately. The resulting data, recorded and analyzed, will enable us to answer the questions posed above.

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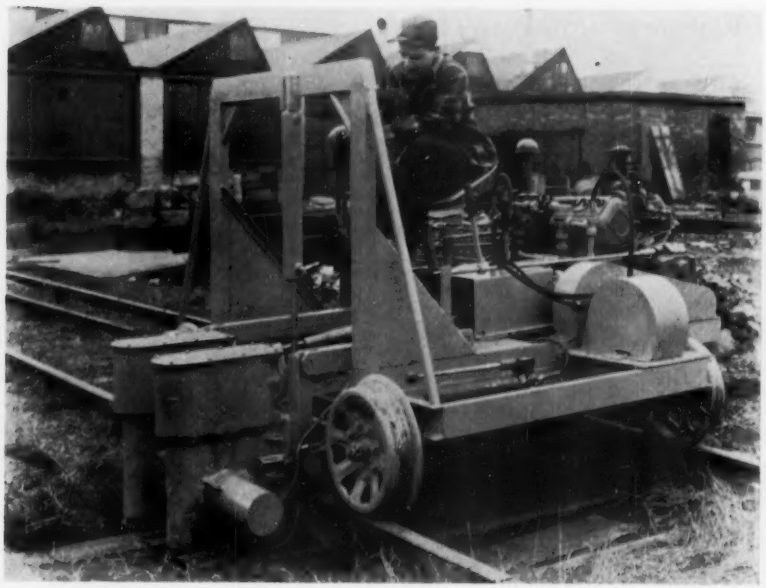
What's New in Products



Improved Tie-Removal Unit

Further improvements have been made to the Matisa tie-renewal machine announced several months ago. The latest model consists of six main elements. These are: frame; engine; mechanical power transmission system; tie-renewal head; hydraulic power transmission system; and a combined hydraulic lifting device and turntable.

The machine is track-mounted and is powered by a Wisconsin Model VF4 air-cooled, four-cycle gasoline engine which develops 21 hp at 2,000 rpm. Ties are moved in or out by means of the tie-renewal head which consists of four tie-gripping rollers mounted in pairs so as to grip the tie on either side. The rollers are powered by a system of gears housed in two separate transmission cases, which convert the horizontal rotating motion of the engine drive shafts into the vertical rotating motion of the tie-gripping rollers.

One of the gear cases is secured to a movable base plate. The other slides back and forth as desired and is controlled by a double-acting hydraulic piston attached to the bottom of the two transmission castings. A tie can thus be squeezed between the opposed pairs of tie-gripping rollers and then moved in or out. A boom-support shoe straddles the rail head and provides resistance to lateral thrust caused by rolling ties in and out.

A hydraulic power transmission system, using a Vickers "Power Pack" pump, operates a single-acting cylinder for lifting the tie-renewal head and the double-acting cylinder for controlling the pressure of the rollers against the tie. The hydraulic system also supplies power for propelling the unit. A hydraulic motor, developing approximately 6 hp, indexes the machine from tie to tie and provides a maximum travel speed of 5 mph. Three levers mounted in front of the operator's seat control each of these three elements of the hydraulic control system.

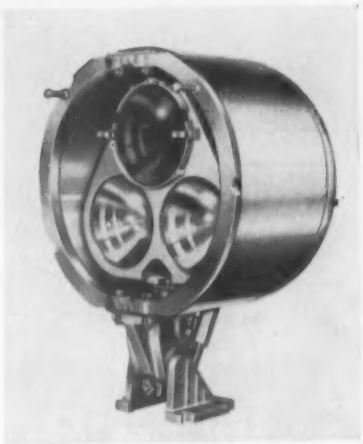
The combined lifting device and turntable is secured to the bottom of the main frame. Using a hand-operated pump, the machine can be raised and turned 90 deg to remove it from the track at grade crossings or setoffs, or it can be turned through 180 deg to place the tie-renewal head on the opposite side. *Matisa Equipment Corporation, 224 S. Michigan ave., Chicago* •

Parking-Lot Gate

An electric parking-lot gate has been developed for use especially at entrances to lots near suburban railroad stations where passengers park cars during the day or evening.

The equipment is designed for installation at the left side of the entrance to a parking lot. The wooden gate arm is normally in the lowered position at a height of 3 ft 8 in. above ground, so that the arm will clear the hood, but not the windshield, of an automobile. Thus a motorist can drive up so that he can reach out of his car window with his left hand to the control box on top of the mechanism case. By inserting a coin, such a 25-cent piece, in the control box, the gate is actuated to raise to the 90-deg position to permit the automobile to pass into the parking lot, and then the arm is again lowered to its normal position. If the purchaser of the gate should prefer, controls can be furnished for use of tokens or keys.

A similar gate at the exit of the parking area is controlled automatically when an automobile is driven over a treadle located in approach to the gate. The gate operating mechanism includes a $\frac{1}{8}$-hp gear head motor with a standard spur gear drive. The mechanism is enclosed in a welded steel case that is waterproof and dustproof. *Western Railroad Supply Company, 2428 South Ashland ave., Chicago 8* •

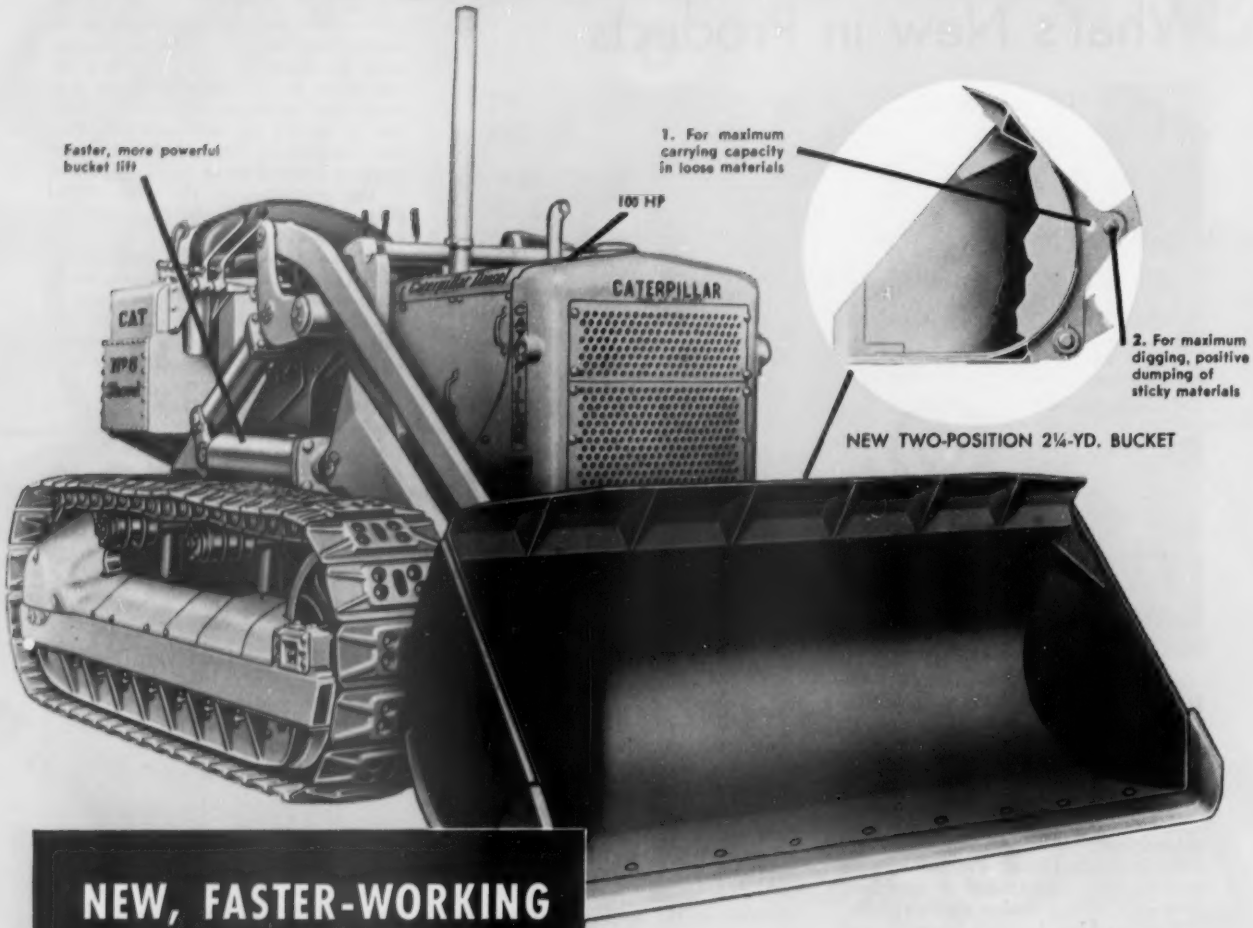


Three-Lamp Warning Light

A new model Gyralite locomotive warning light is distinguished by its use of three sealed beam lamps. The unit, Type 20775, has a long horizontal beam movement to effect coverage of right-of-way and approaches to grade crossings. The vertical movement of the beam is sufficient to create a good sky effect and cover tall trees and buildings. Motorists or pedestrians who are within range of the beam see two direct flashes on each rotation, one when the beam is moving outward from the right-of-way, the other on its return.

The sealed beam lamp in the top position is provided with a red filter. Color change is effected by either manual or automatic controls. The clear lamps serve as an auxiliary headlight when inched to the lowest beam position. *Pyle-National Company, 1334 North Kostner ave., Chicago 51* •

ANNOUNCING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Weight distribution, engine horsepower and bucket capacity are carefully balanced so that the tracks *stay* on the ground for maximum stability.

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NAME THE DATE... YOUR DEALER WILL DEMONSTRATE

What the Mail Argument Is About

Railroads ought to quit getting in the way of progress and should not complain when the Post Office gives first-class mail to the air lines. Railroads relieved the canal boats of their traffic; and they ought to accept the result when a faster method of transportation, e.g. the airplane, takes away the letter mail. Such is the theme of an editorial in Aviation Week—a paper for which this shop has great respect, but (in the present instance) more for its belligerency in behalf of its clientele than for knowledge of transportation economics.

It is not strange that Aviation Week should not have gone very deeply into the economics of the transportation business. The aviation branch of this business hasn't had to worry much about economics—what with all the free engineering development it has enjoyed, plus the luxury of a special governmental promotion agency all its own, and with practically no regulatory restraints except those which the air lines want, themselves, to protect them from too much competition.

We wonder what Aviation Week would write about the mail fracas if it knew more than it seems to know about other branches of transportation than its own. How about the "partial and contingent" basis on which first-class mail is now being diverted from the railroads?

The railroads do not contend that they have an inherent right to carry the mail. They do insist, however, on the importance of the fact that, *while they have been relieved of considerable quantities of the most desirable kind of mail traffic between points of large concentration, they have not been relieved of any of their old obligations to maintain the facilities to carry mail, in any quantity offered, anywhere they run passenger trains, and to give this fluctuating traffic first priority at all times.*

In short, railroads bear obligations their newcome rivals have not assumed, as was set forth in a special study in the October 18 *Railway Age*. They must, for example, provide complete terminal service and move mail between their stations and local post offices. At large terminals where mail is transferred between trains, and between railroads, as many as 90 per cent of all station employees are employed solely in sorting, transferring and loading mail. There are about 50,000 of these employees altogether. The railroads provide large fixed facilities, in expensive downtown property, for performing this service for the mails.

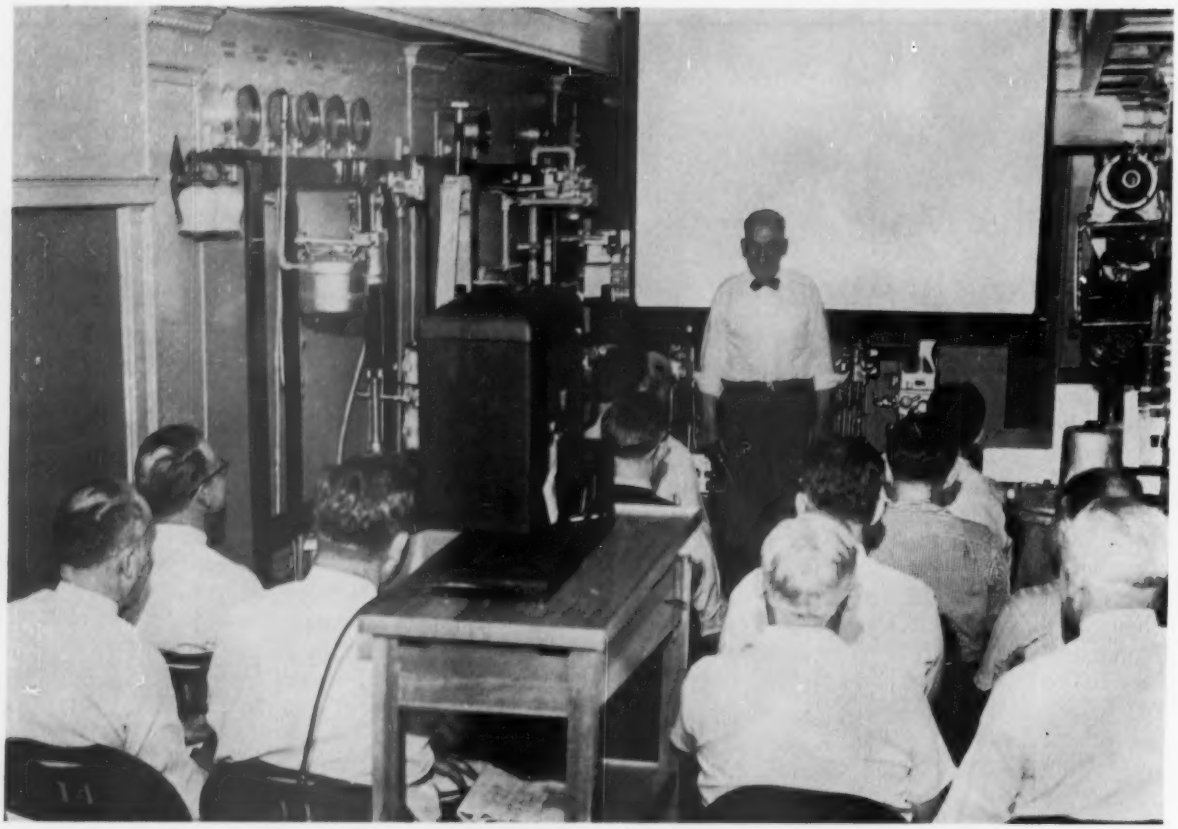
Railroads are required to have on hand enough equipment to handle—not just the quantity of traffic that is convenient for them—but whatever peak loads are offered. For the Christmas rush, for example, extra baggage and freight cars must be marshalled, and extra trains operated. By law, the mail must come first.

The railroads would also like the Post Office to be completely frank about the relative cost of using different kinds of transportation. It is not honestly informative to compare the *average* cost of postal car service—which covers equipment and manpower to sort mail en route and includes lightly patronized rural runs—with the cost of selected air movement. The air movement is in "bulk storage" only, and between large cities. If the railroads were permitted to take mail on a standby "space available" basis and could, like the air lines, limit themselves only to the "cream" runs, and discard the Podunk business, they could make money carrying first-class mail at charges which would scare all competition away.

Furthermore, with *intra*-city mail service apparently getting slower every year, the importance of two hours (maybe) between *airports* vs. 16 hours overnight (dependably) by rail, and between established downtown mail handling terminals at that, somehow loses point. Where is the evidence that the mail patron gains enough in "progress" to warrant the Post Office's paying air lines 18.7 cents a ton-mile for the New York-Chicago service, without handling en route, when it can get overnight service, with complete sorting en route and downtown terminal handling at each end, on rails, for 8.7 cents, or less than half what it is paying?

In short, the railroads have a right to ask that the mails be allocated on a basis of relative economy. Since they are no longer the preferred carrier, the railroads ought to get paid for the services now provided for nothing; and be relieved of nonprofit services—so they can go out and compete, with both planes and trucks, on an exactly equal basis of comparing costs.

President James Carmichael of Capital Airlines discussed this mail wrangle before the Central Railway Club at Buffalo on October 21— expressing much the same views that Aviation Week does. We believe both of them would show greater appreciation of the railroad side of this issue if they would go into it a little deeper than they have.



CHAS. B. STEPHENS, air brake instructor, briefing a group before a visual presentation on movie screen.

New Lackawanna Instruction Car

- Converted from old air-conditioned parlor car
- Completely equipped for air brake instruction
- Will visit main points of railroad twice a year

Instruction Car 1954, the result of much study and consultation within the mechanical department of the Lackawanna, which preceded more than six months of work in outfitting, is a product of the Lackawanna Keyser Valley shops.

This modern and completely equipped air brake instruction car was designed to provide refresher information in air brake operations for enginemen and instruction to prepare firemen for promotion to enginemen through progressive examinations.

This classroom on wheels is fitted with a full set of 24RL locomotive brake equipment of the type used on Lackawanna freight and passenger diesel locomotives. Also installed is air brake and control equipment of the electric and electro-pneumatic type as used on multiple-unit electric passenger trains used in suburban service.

The car also carries additional equipment such as AB freight brake equipment with automatic slack adjuster as used on freight cars; decelostat equipment, an anti-wheel slip device which operates in conjunction with the brake cylinder pressures controlling wheel speed with train speed to prevent wheel slip; and an air-signal system which is operated through a regular car discharge valve, such as is installed in each car in a passenger train, to relay signals to the engineer.

To utilize the advantages of visual instruction, the car has been equipped with a 16-mm motion picture projector and a reflected light device for projecting lantern slides, opaque subjects, sections of printed matter, maps and cards on a ceiling-suspended curtain-type screen.

Numbered 1954, the instruction car is painted in Lackawanna streamliner colors. The unit replaces former instruction car 1951, which contained the old type air

This article was prepared from material appearing in the August issue of The Lackawanna, the DL&W employees' magazine, and is used by permission.

brake equipment such as was used on steam locomotives. The new car has a classroom seating 30 students.

The 24RL brake equipment as used on diesel locomotives includes a K2A Rotaire valve, an H-24c relay air valve, an automatic brake valve with control release features, a deadman control, an overspeed control, controlled emergency, automatic power cut-off in emergency, safety and overspeed applications.

The dynamic brake interlock feature of the control valve prevents the locomotive brake from applying during automatic service brake application when the dynamic brake is being used.

In the multiple-unit section of the car, the controller and brake valve may be operated either electrically or electro-pneumatically, as in actual operation of the multiple-unit cars.

Control jumpers, including the heater and auxiliary jumpers, electric switches and fuses simulate operation as in regular train service. With these devices, the instructor can demonstrate to the class the proper method to line up the button switches for operating pantographs, dynamometers, lights, heating, control and circuit breakers. After a demonstration, the students take a turn at the controls under the guidance of the instructor.

During brake applications on passenger trains, the decelostat equipment provides a mechanical-pneumatic means for protection against wheel sliding and subsequent flat wheels. It functions automatically when a wheel slip occurs, to rapidly decrease brake cylinder pressure momentarily to a low value permitting the wheel speed to return to train speed. This decelostat operates in either forward or reverse car movement, and retards the train by preventing the wheels from sliding during braking. Furthermore, it protects the wheels against flat spots.

Power supply for the 3-hp, 3-phase, 60-cycle, 220- volt a-c motor is obtained from an outside source. The compressed air supply to operate the air brake equipment is furnished by a motor-driven air compressor with a capacity of 13.2 cu ft per min. This unit is mounted on a 10.7-cu ft air reservoir in the front section of the car.

Pipes which connect the various parts of the brake equipment are painted to conform with the standard color chart for piping arrangement as set up by the air brake manufacturer.

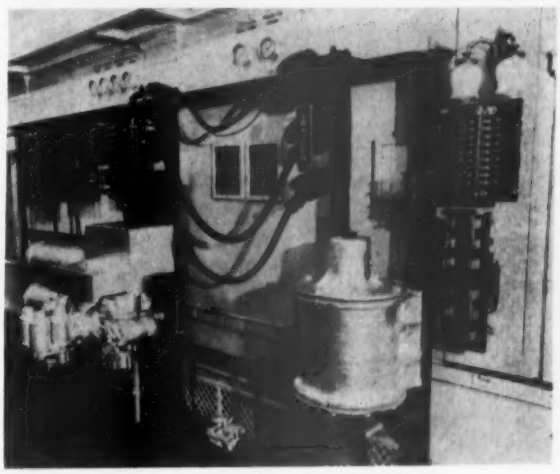
By frequent visits to the instruction car, enginemen benefit considerably. It will enable firemen to observe and manipulate the various controls of the air brake equipment to prepare themselves for progressive examinations for promotion to engineer. Such examinations will be conducted in the car by the air brake instructor.

It is contemplated that the instruction car will visit all of the main points of the railroad at least twice a year. Classes have already been staged at Buffalo and Elmira, N.Y. on the way to Hoboken on the first cycle of the car's tour.

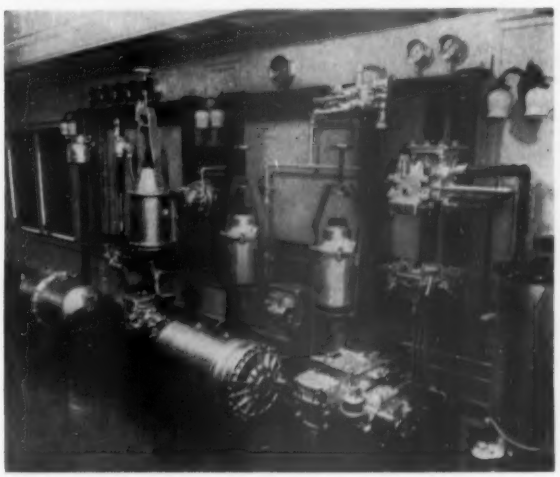
The instructor has an office at one end of the car. A work bench with the tools necessary to keep the equipment in the car in top notch repair is located outside this office.

Part of the car is arranged as a lounge; seats are upholstered and wash room facilities are available for those attending class work in the car. Ice-activated air cooling in the summer and steam heat in the winter make the car a comfortable "classroom on wheels."

MULTIPLE-UNIT brake and electrical equipment installed in the car includes controller jumpers for both motor car and trailers.



MULTIPLE-UNIT controller stand is located in center. At the right is the brake valve used in diesel locomotives. Both operate as in normal train service.



COMPLETE brake equipment for locomotives, freight and passenger cars is mounted on special brackets to allow instructions to be followed closely.

How to Track Down Excess Expense

Here's a "Geiger counter" that will click loudly for every wasted dollar wherever hidden

By W. R. McLEAN

Most railways repeatedly, at regular intervals of time, compare their operating ratios, transportation ratios, maintenance ratios, and a few other such spotlighted yardsticks with those of other railways as well as those of the industry. But why should the comparisons stop there? Why not make these comparisons available for each account of the total operating expense—so that every segment of railway operation will be receiving the same degree of surveillance as that now concentrated on the group totals?

The standard answers to the foregoing questions are:

(1) Compiling all these ratios would be too big and too expensive a job considering the likely benefit—especially with some of the small accounts, and

(2) These ratio comparisons are not very significant anyhow because of the differences in operating conditions between railways.

The rejoinders of these two contentions are:

(1) The cost of compilation of such ratios on a comprehensive basis would be microscopic, if divided among the railroads as a whole, and

(2) If it can be truthfully said that ratio comparisons of such relatively minor items as the expense of dispatching trains have no meaning—then how do comparisons of transportation ratios from road to road have any meaning? If comparisons of any of these ratios mean anything—and practically all railways make such comparisons of the principal group totals—then certainly parallel comparisons of the ratios of the details of those group totals cannot be considered any less significant.

A statistical treatment of the grouped totals (e.g., transportation or either of the maintenance groups of expense) can yield no more information as to where

HOW THE INDEXES ARE COMPUTED

		U. S. Class I Railways	*Road "A"*	*Road "B"*
Railway Operating Revenues	1949	$ 8,580,142,406	$ 98,853,216	$212,267,229
	1950	9,473,093,146	146,923,939	227,516,257
	1951	10,390,610,786	160,705,508	248,038,691
	1952	10,580,762,001	162,727,217	260,247,470
	1953	10,664,168,861	167,364,177	268,034,981
Percent of Class I Railways	1949	100.0	1.152116	2.473935
	1950	100.0	1.550960	2.401710
	1951	100.0	1.546642	2.387142
	1952	100.0	1.537953	2.459628
	1953	100.0	1.569406	2.513416
		Account 274 Expense		
Expected Expenses	1949	$ 8,501,297	$ 97,945	$ 210,317
	1950	8,433,183	130,795	202,541
	1951	11,021,958	170,470	263,110
	1952	11,187,471	172,058	275,170
	1953	12,101,824	189,927	304,169
Actual Expense	1949	$ 8,501,297	$ 104,074	$ 200,587
	1950	8,433,183	57,805	180,050
	1951	11,021,958	142,137	205,401
	1952	11,187,471	69,889	157,468
	1953	12,101,824	150,021	220,662
Index Number	1949	100.0	106.3	95.4
	1950	100.0	44.2	88.9
	1951	100.0	83.4	78.1
	1952	100.0	40.6	57.2
	1953	100.0	79.0	72.5

This example is based upon Account 274—Injuries to Persons (Maintenance-of-Way and Structures).

Road A in 1949 earned 1.152116 per cent of operating revenues for all railroads and Road B earned 2.473935 per cent of the total. Hence, the assumption is made that, normally, these two railroads should have incurred, respectively, 1.152116 and 2.473935 per cent of the total expense of M/W injuries. The "expected expense" was, respectively, $97,945 and $210,317.

The actual expense, however, as the tabulation shows, was $104,074 and $200,587. The first figure is 106.3 per cent of the expected expense and the latter 95.4 per cent of the expected expense—and these two percentages are the indexes for road-to-road comparisons.

When these figures are compiled over a period of years, as has been done here, the tabulation affords—not only a road-to-road comparison—but reveals the year-to-year progress of this item of expense on an individual railroad.

The Author

Mr. McLean—a graduate of the University of California and the Harvard Business School—has spent his entire professional life in transportation work. He began railroading as an extra-gang timekeeper on the Union Pacific in 1916 at the age of 19, and thereafter was a clerk in the Southern Pacific's maintenance-of-way department. Subsequently he worked in various capacities on the SP, and in 1937 he went to the Interstate Commerce Commission as an analyst, primarily of railroad operations. The proposal here presented is the result of more than 25 years of study—and the program has been worked out and tested by Mr. McLean in much more detail than is indicated in this brief outline of his plan.

"something is wrong" (or right) than the same statistical treatment of the details of the accounts comprising those grouped totals. But the latter may yield considerably more information than the former.

For example, two railways might have transportation ratios quite close together, but it does not follow that this result necessarily comes from equal efficiency by the two railways. There is a possibility that each of them had some operating expenses which were out of line, but in different items. A comparison of the details would suggest to the managements of both roads places where performance ought to be looked into—whereas a comparison of the transportation ratios, these being nearly equal, would not even hint to the management of either company that any improvement was possible; to say nothing of actually locating the spots where opportunity for improvement may be found.

The first of the accompanying tabulations shows how these indexes (each of which is a ratio of the particular item to which it is related) are compiled. The computations are given for only two railways—both of them, since they show somewhat less than the national average, with relatively satisfactory ratios in this item of expense (Account 274). One of these railways earned, in each year of the 5-year period covered by the table, about 2-½ per cent of the nation's railway operating revenues. If this road's cost of injuries to maintenance-of-way employees had also been about 2-½ per cent of the national total, this road would have had, in this particular item of expense, an index number of 100. Instead, its index ran in a range between 57 and 95.

The index numbers of that item of expense on the other somewhat smaller road were equally satisfactory. The managements of the two railways would not, from this tabulation, consider that either of them had an acute condition in maintenance-of-way casualties. But there were some railways, during this same 5-year period, which had comparable index numbers in excess of 150 during each of the 5 years. Certainly, the managements of these few roads would be safe in concluding that they had a safety condition in their respective maintenance-of-way departments which would warrant some attention.

Using Account 452 (Expenses for Clerks and Attendants) for 59 railways for the year 1951 as another example, it was found that the indexes ranged from a low of 47.8 to a high of 171.5. In general the larger roads had a more favorable index on this item than the smaller ones—but there were some small roads with low ratios and some larger roads with big ones. Of two neighboring roads of medium size, operating under quite similar conditions, one had an index of 104 and the other 126. High figures are not proof of inefficiency but they should

THE INDEXES PROVIDE COMPARISONS Road-to-Road, and of Successive Years on the Same Road

Year	*Dispatching Trains* (Account 372)	*Salaries & Expenses of Clerks and Attendants* (Account 452)	*Signal and Interlocker Operations* (Account 404)	*Injuries to Persons, Transportation* (Account 420)
ROAD "W"				
1947	230.1	110.0	63.4	103.9
1948	237.6	108.5	68.3	102.7
1949	243.4	99.6	63.4	103.0
1950	243.1	99.4	61.1	103.1
1951	229.9	96.2	62.8	74.2
1952	233.5	99.7	64.8	103.9
1953	226.7	96.3	63.2	93.7
ROAD "X"				
1947	55.9	136.6	260.4	118.2
1948	54.9	131.9	250.7	109.3
1949	60.7	143.2	261.5	83.3
1950	62.0	140.2	253.6	104.0
1951	62.5	142.5	255.9	85.4
1952	65.1	143.9	265.5	120.8
1953	64.3	140.6	253.2	97.8
ROAD "Y"				
1947	52.0	94.6	222.1	130.7
1948	53.1	94.2	224.4	66.8
1949	53.1	95.5	220.7	103.6
1950	53.9	98.6	220.7	142.9
1951	55.6	99.2	230.8	101.8
1952	55.6	98.8	234.2	40.9
1953	55.5	103.0	230.1	99.6
ROAD "Z"				
1947	147.4	66.7	82.9	199.6
1948	149.7	65.1	81.6	177.3
1949	166.2	62.9	82.6	180.5
1950	166.2	63.1	82.9	175.3
1951	167.6	60.8	80.8	225.9
1952	173.9	64.5	83.5	264.5
1953	177.2	66.0	85.0	178.6

at least suggest a condition calling for inquiry. These indexes of the detailed accounts, particularly when they are about the same relative size year after year, give much more specific information as to where the scrutiny is required than do similar comparisons of overall operating or transportation or maintenance ratios.

Other examples of situations which are thought provoking will be found in the second tabulation herewith. In this tabulation the index numbers of four items of operating expense on four railways operating in the same general territory are shown. It will be noted that these indexes not only make possible comparisons between comparable railways in the same year or a period of several years, but also with the performance of any one railway with itself over a period of years.

Of course, managements would be concerned with the comparisons of their indexes with those of Class I roads as a whole, only as a matter of general knowledge. The latter indexes are principally useful as a yardstick which changes from year to year as our economy and the art of railway operation change. Since nobody can reach dependable conclusions from figures, ratios, or index numbers—without a knowledge of the conditions which produced them—what would interest railway managements most would be to see how their indexes compare with those of other railways similarly situated. It may be found that the cause of wide variations in the indexes of railways in not greatly dissimilar circumstances would have to be sought elsewhere than in the differences in the circumstances themselves. The index numbers, however, do point to the exact place at which to start asking pertinent questions regardless of the cause of those variations.

A favorable subject of comment is that ratios of the grouped expenses (transportation and both of the maintenance groups) on some railroads have shown sharp changes in recent years. Would it not be much more significant if indexes were readily available which would show which particular accounts brought about these changes? If this information were on hand, a lot of other railways would probably find out quickly just where and how they, too, could begin to effect similar changes. As it is now, the figuring involved is usually just too much for any one man to do, so the incipient curiosity peters out—not always but too often.

It is believed that these indexes for each item of expense of each of the Class I railways could be compiled for a single year at a cost of less than $250,000. Such an expense would be quickly repaid many times over by the resulting attention to many details of expense, which are now largely overlooked only because of the unavailability of a yardstick with which to measure each of such expense items. Moreover, it is quite likely that such a compilation as the one suggested here would save the expense of compiling many less useful statistical tabulations by individual roads.

The effectiveness of this "Geiger counter" rests, obviously, on the fact that not all of the more than 100 Class I railways will be watchful of the same items of expense at the same time. Under government ownership, with a monolithic administration of all railways, such comparisons as these could not be made. It is one of the advantages of multiple railway systems that there can be competition in efficiency. Would it not be well to make full use of this advantage now?

Benchmarks and Yardsticks

THE TRAITS which make up so-called "personality" have as much to do with a man's success in his work as his skill at his actual job. In some occupations personality is even more important than skill at the job itself.

This conclusion is fortified by an article in the summer issue of the Menninger Quarterly in which two psychiatrists report the results of several research projects in industry. One of these studies revealed that "character traits"—rather than lack of skill in the work being done—were the reason for 90 per cent of the dismissals in a big oil company; and these character traits were the reason in 76 per cent of the cases where employees were turned down for promotion.

Another study disclosed that 30 per cent of asbenteeism caused by illness had its cause in "emotional disorders." Still other researches have brought to light the fact that 30 per cent of employees suffer 85 per cent of the industrial accidents —and that "troubled personalities" is the initial cause.

As for industrial executives—a study of the personalities of 300 of them disclosed that practically all cases of failure in their jobs were related to personality difficulties.

From such evidence, the conclusion is unescapable that it is pretty short-sighted to hire people solely because they are skilled at the kind of work they are expected to do. Just as important (from the employer's standpoint) is the record these people have for emotional maturity and for dependable behavior toward their associates.

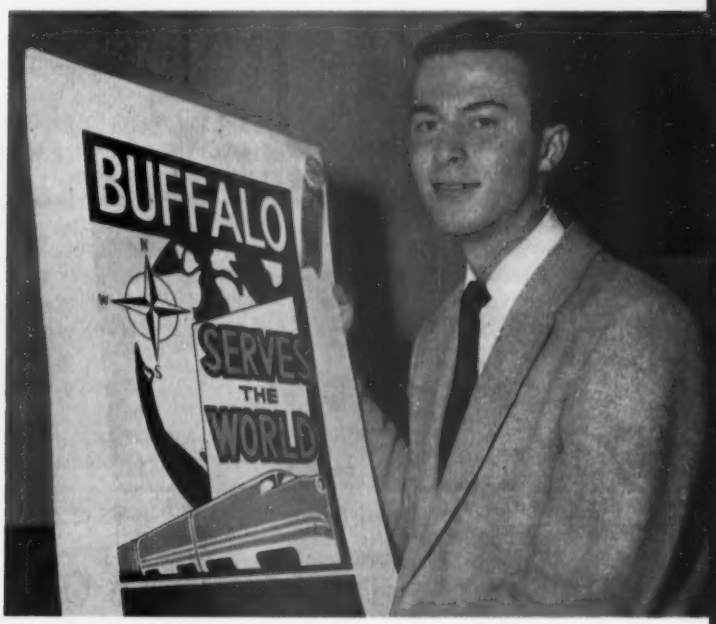
Once an employee is on the permanent payroll, the employer continues to have a proper concern for conditions which will foster healthy normality in his personality. The employer cannot, of course, interest himself in the employee's "private business" against the employee's wishes. But a sympathetic supervisor who will give ear to an employee's troubles (whether directly job-connected or not) will frequently do more to enable the employee to progress in his work than by imparting any amount of instruction on the job itself. It is the employee as a whole—not just the working part of him—that is on the payroll.

All this is just another way of saying that there is no such thing as a supervisor who "doesn't have enough to do." If he is a really competent supervisor—a really skilled leader—then his relations with his subordinates will extend far beyond his overseeing of their actual performance; and will be as intensive as necessary to enable him to help these people in any way he can to maximize the satisfaction they derive from their work. It takes a lot more ability today than it used to, to be a successful boss. J.G.L.

FRIDAY Railroad motifs in 54 downtown show windows, plus bank, library, hotel and restaurant displays, reminded Mr. & Mrs. Buffalo of Railroad Week.

SATURDAY Track exhibit visitors saw historic locomotives and the latest General Motors diesel, an International caboose, a Nickel Plate "piggyback" unit, and other new equipment.

MONDAY C&O Vice-President Genet (behind microphone) gave Buffalo a locomotive; looking on were (l-r) Community Committee chairmen Morrison, McCormick; city council President Lux.



TUESDAY Poster contest winner Frederick Loerch was one of about 200 local high school students who learned about railroads while preparing original display material for Railroad Week.

'Twas Railroad Week in Buffalo

Thousands of people in Buffalo and vicinity realize now as never before what the railroads mean to them. This understanding is the result of Buffalo Railroad Week, a community-wide cooperative undertaking sponsored and carried through by the Niagara Frontier Railroads' Committee on Community Relations.

Participants in the project included the railroads serving the Buffalo area, the city government, schools, stores, libraries, banks, newspapers, civic organizations, railway labor unions, the Central Railway Club, the Buffalo Chamber of Commerce, the Buffalo Traffic Club, and the railway supply industry of the area.

Buffalo Railroad Week got under way, so far as the public was concerned, on October 15, with the opening of a railroad exhibit adjacent to the Central Terminal. Supply manufacturers in the area had their products on display, and equipment ranging from the B&O's early "Lafayette" locomotive to the ACF "Talgo" train was lined up for public inspection on a nearby track. Despite bad weather for the week-end, which was a result of

WEDNESDAY **Monon President Brown called on railroad management to put more punch in a drive for competitive equality.**

THURSDAY **Union spokesman Columbus called for joint management-brotherhood effort to promote the railroads' interests.**

Hurricane Hazel, about 50,000 people visited the exhibit.

Meanwhile the Buffalo business community was taking active part in the area's tribute to the railroads by displaying posters, wearing badges, arranging special window displays and supporting newspaper coverage.

On October 18, at ceremonies in Buffalo's Centennial Park, a Chesapeake & Ohio K-4 steam locomotive was donated to the people of Buffalo by the railroad. "Instead of going ingloriously to the scrap heap," said C&O Vice-President Genet, steam locomotives "should become proud monuments in parks and public squares to a great chapter in our history."

The speaker at the Buffalo Traffic Club dinner on October 20 was President Warren Brown of the Monon, who called on railroad men to take fighting measures to restore the railroads to a position of strong national importance. Congress has shirked its obligation to provide for fair and impartial regulation of all forms of transportation, he declared, but he ascribed responsibility for the inertia of Congress directly to the inertia of railroad management. Mr. Brown was introduced by John W. Barriger, vice-president of the Rock Island, who was his predecessor as president of the Monon.

Thursday, October 21, was a day of many Railroad Week activities, A regular meeting of the Eastern Railroad Presidents Conference brought many executives to the city, and a number of them were guests at a breakfast sponsored by the Railroad Frontiersmen of America for them and leaders of the 21 railroad brotherhoods. The purposes of the new Frontiersmen's organization were outlined on that occasion by a member of its board of directors, Frank S. Columbus, New York legislative chairman of the Brotherhood of Locomotive Firemen & Enginemen.

Mr. Columbus urged railroad management and railroad labor to get together on matters where their interests and objectives are recognized as identical and not controversial, specifically in a realistic joint effort to improve the railroads' position through equalization of competitive opportunity for all forms of transportation.

More than 800 persons, including the presidents of 18 Class I railroads and many other railroad executives, attended the October 21 Railroad Week luncheon meeting of the Buffalo Chamber of Commerce, at which the principal speaker was Robert B. Murray, Jr., under secretary of commerce for transportation. The administration, he said, has a "deeprooted concern" for the railroads, and it recognizes the existence of some "unnecessary obstacles" which prevent the railroads from meeting and solving their problems. The major responsibility of government in the field of transportation, as he put it, is to "make sure" that this situation is corrected.

Representatives of the railroad and railway supply industries at the 66th annual dinner of the Central Railway Club of Buffalo heard J. H. Carmichael, president of Capital Airlines, call for a "cease-fire pact" between the "traditional enemies" making up the transportation industry. "I don't expect a Utopian friendship," he explained, but he contended that there are "certain areas of agreement and even disagreement in which each component of the industry might well attempt to cooperate."

Buffalo Railroad Week activities wound up on October 22 with a 3-hour, 40-mile tour by train of Buffalo railroad and industrial facilities. Pulled by a New York Central diesel, this train of 17 representative modern cars was supplied by the passenger-carrying roads serving the Buffalo area. About 780 of the top business, industrial and agricultural leaders of the Niagara Frontier area made the trip.

Planning and execution of the varied activities contributing to the success of Buffalo Railroad Week were in the hands of subcommittees of the Niagara Frontier Railroads' Committee on Community Relations, one of the "grass roots" public relations organizations developed at the local community level by the Eastern Railroads Presidents Conference (*Railway Age*, October 18, page 65). The chairman of the Community Relations committee is Neil R. McCormick, assistant general freight agent of the New York Central, while the chairman of the committee's Railroad Week organization was W. Homer Morrison, assistant freight traffic manager of the Lehigh Valley.

FRIDAY **Touring industrial tracks, yards and terminals, 780 Buffalo area business men were given a 3-hour, 40-mile trip on a special train including new coaches from each railroad serving the area.**

BROWN SAYS "RAILROADS HAVE NO RIGHT TO BE PROUD"

In his Chamber of Commerce luncheon address, Warren Brown, president of the Monon, talked about the railroad industry "in terms of naked realism," in which he undertook to give what he termed an "honest evaluation" of the industry's accomplishments and prospects.

"The railroad industry is not performing an adequate transportation service," Mr. Brown declared. "It has not been performing an adequate transportation service for some time, and I do not see much hope that it will do any better in the future. . . .

"I know that we are investing money in new plant and equipment, and I know that we are spending considerable sums on research and development. However, the railway plant of the country is not now near a proper level of transportation progress, and the funds that we are devoting to research and new equipment are pitifully small in comparison to the need for such things. A further alarming situation is the fact that these expenditures must be expected to decrease each month in the future as the rate of return for the railroad industry continues to drop. . . .

"The declining net income of the nation's carriers and the resulting cutbacks in appropriations for capital improvements should prove that you are looking at an industry which is not doing a good transportation job. It has no right to be proud of its transportation performance. . . .

"How have we come to this state of affairs . . . ?

"There are obvious, simple and oft-repeated answers. First, but to a lesser degree, I charge a small, but rapidly diminishing, segment of American railroading with negligence. This is the group which still believes that the railroads have an inherent right to a position of paramount traffic-carrying importance, a position which actually began to become a thing of the past many years ago. This portion of railroad management looks upon the truck and the air line as interlopers who have stolen, through subsidy and comparatively easier regulation, the business which they think rightfully belongs to the railroads. Nothing could be more emotional, and nothing could be more removed from the truth. . . .

"I charge Congress with having failed to properly carry out, insofar as the railroads of the United States are concerned, its specific obligation to 'provide for fair and impartial regulation of all modes of transportation' and its responsibility to 'foster sound economic conditions in transportation and among the several carriers.'

"To compensate for the failure of Congress to preserve the inherent advantages of railroad transportation, railroad men have been looking for some fighting measures which would restore the railroads to a position of strong national transportation importance. They need to do this to compensate also for their own failure to recognize the inertia of Congress, their own failure to take prompt steps once they recognized the effects of it, and their own failure to take strong steps once they began to take them.

"The fighting measures to which the railroads have resorted are well-known to you. There is the attack directed at seeing what can be done to make the trucks and the air lines pay their own way. There is the attack upon the weaker type of regulation for the trucks and air lines. This is the business of criticizing the treatment which your competitors receive. This is the . . . negative approach.

"There is the attack upon the regulations which hamstring the railroad industry and keep it from fighting subsidized competition. This is the business of cracking down on the thing which directly handicaps the railroad industry, the one thing which keeps it from fighting subsidized and more loosely regulated competition. This is the positive approach. . . .

"To redeem the railroad industry from a position of disrepute and stultification, we come back to the two railroad approaches and the reason why a great industry appears to stoop to negation. In the case of the positive approach, we fight to remove ancient regulation to permit us to do a better job on the business we are now carrying and to compete for a greater share of the nation's traffic. We use a negative approach to preserve the inherent advantages of our free enterprise system. . . .

"The railroad picture is not a pretty one. The steps which can be taken to preserve the systems of the nation require no huge appropriations of public funds. They embrace as an initial step only the removal of horse-and-buggy thinking and ox-cart regulation. The economic growth of the nation demands it, and if we ever need a railroad industry to handle 97% of a future wartime tonnage factor, we'll have plenty of time to wonder why it wasn't there as we take an occasional peep out of our holes in the ground or lie awake in our chains in the blackness of an enslaved world."

OFFICERS AND REGIONAL VICE-PRESIDENTS of the American Short Line Railroad Association at the October 19-20 annual meeting in the Hotel New Yorker, New York. Left to right, in front, are: W. J. Hickey, vice-president and general counsel; James M. Hood, president; and C. E. Huntley, secretary-treasurer. Standing, in the usual order, are four of the association's regional vice-presidents: C. H. Jones (Eastern region), vice-president and general manager, Chicago South Shore & South Bend; P. N. Myers (Pacific region), president, Trona; V. M. Bushman (Western region), president, Ahnapee & Western; and L. C. Bruce (Southern region), vice-president, Kentucky & Tennessee. T. H. Steffens, Southwestern region vice-president and president of the Sand Springs, was unable to be present when the photograph was taken.

CHAIRMAN MITCHELL TELLS SHORT LINES

"ICC Must Modernize Regulation"

The Interstate Commerce Commission "must bring regulation up to date," Richard F. Mitchell, ICC chairman, said in New York on October 19. Addressing a luncheon session of the 41st annual meeting of the American Short Line Railroad Association, Mr. Mitchell added that, although the transportation system in this country has changed completely in the last 30 years, the law regulating transportation has not.

"Thirty years ago the rails had a monopoly, and 30 years ago the laws were passed and interpretations placed upon them by the commission," Mr. Mitchell continued. "We are still operating under those same laws and practically the same interpretations. Today we have a competitive transportation system. Trucks, buses, air lines, water carriers and rails are competing against each other to secure business for their branch of the industry. . . . I think that we are building a better transportation system under this competitive system than we did under the old monopoly of the rails. But, if you are going to have competition you must have fair competition. You cannot limit one segment and expect it to compete with some other segment not bound by the same rules."

As an example of the failure of regulation to keep pace with changing conditions in the transportation industry, Mr. Mitchell pointed out that the ICC has authority to, and does, grant reparations against railroads, but not against trucks. "I would abolish such regulation for the rails, and certainly never put it on the trucks," he said.

Mr. Mitchell added that he thought there should be a law permitting a railroad to abandon immediately any unprofitable passenger-train operation. Thereafter a hearing could be held to determine whether there was any need for the train. If need for the service was found, the operation could be resumed. "Some people seem to think that railroads have a pot of gold which can absorb losses, pay for fancy equipment, tunneling mountains and bridging streams. But it must be kept in mind that every penny railroads receive comes out of the pocket of some shipper or passenger. If, as is the case, it costs the railroad money to operate commuter trains, then some other shipper pays an additional sum."

Discussing the so-called wartime reparations case, Mr. Mitchell said he has "always been a believer that Section 22 applications should be final." "In fact," he added, "I am opposed to giving special rates for either trucks or rails. I know of no good reason why the government should have special rates, for if they are given special rates someone else has to pay an increased rate to cover what the government should have paid." The ICC

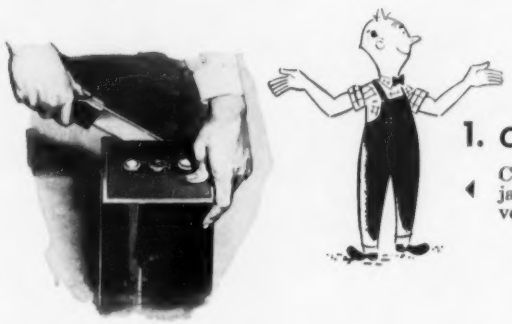
(Continued on page 52)

BATTERY MAINTENANCE TIP #2

from the GOULD Plus-Performance Plan

BEST WAY TO REMOVE ELEMENT FROM JAR

When accidental damage requires installing an element in a new jar, the element complete with cover must be removed. The Gould Plus-Performance Plan shows you how this can be accomplished easily and with safety.

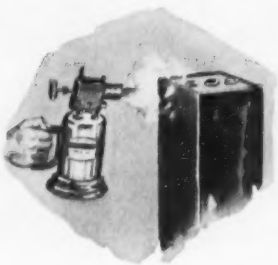


1. *Cut Bond Between Cover and Jar*

Cut the compound from around the top of jar, using warm compound knife, keeping it very close to inside of jar wall.

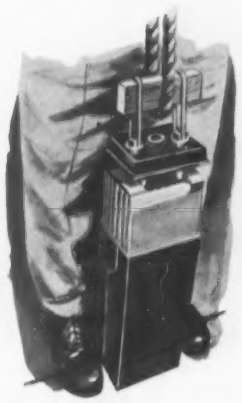
2. *Heat Outside of Jar Before Pulling*

To make sure there is no hardened compound to restrain the pulling of the element, heat the outside top of all four sides of the jar with a blow torch. Warm thoroughly, but do not melt or burn the jar.



3. *Pull Element from Jar*

Using Gould Jar Hold Down Clips (Part No. 2-1445) and Gould Cell Puller (Part No. 77061) as shown here, lift element halfway out of jar. Allow element to drain for minute or two, then remove and place immediately in new jar or lay it on flat insulated surface such as wood, for servicing.



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Please send me, without charge or obligation, the Gould Plus-Performance Plan for _____ batteries.
(type or types)

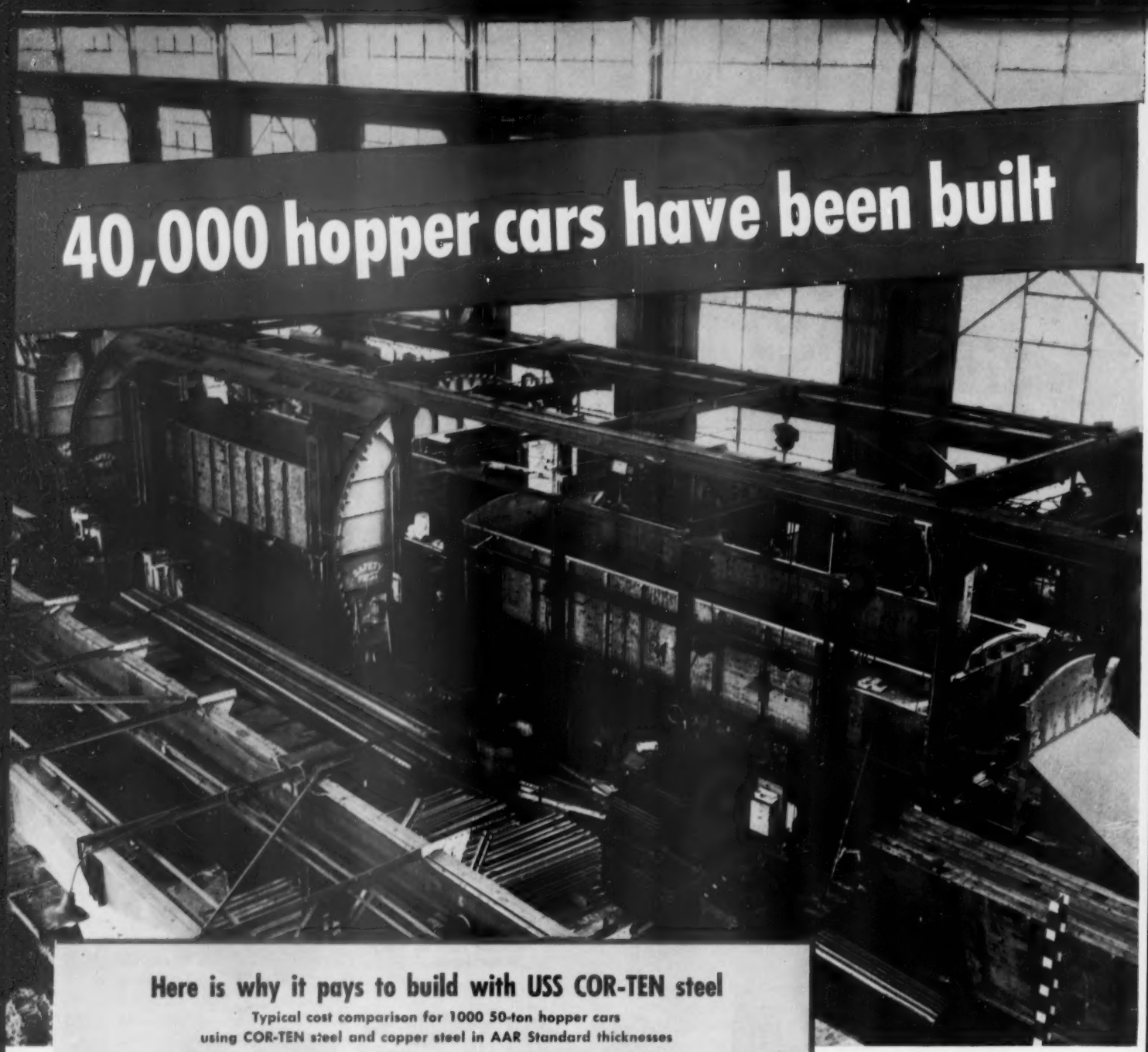
Name _____

Firm _____

Address _____

City _____ Zone _____ State _____

40,000 hopper cars have been built



Here is why it pays to build with USS COR-TEN steel

Typical cost comparison for 1000 50-ton hopper cars using COR-TEN steel and copper steel in AAR Standard thicknesses

CONSTRUCTION COST OF 1000 CARS	Cost of heavy repairs after 12 years at $1200 per car	Cost of heavy repairs after 18 years at $1370 per car	Cost of heavy repairs after 24 years at $1200 per car	Total cost of heavy repairs
Copper Steel at $5,000 per car $5,000,000	$1,200,000	.....	$1,200,000	$2,400,000
COR-TEN steel at $5,170 per car $5,170,000	.....	$1,370,000	.....	$1,370,000

Additional cost of COR-TEN steel..$170,000
Per car...$ 170

Total Repair Saving by COR-TEN steel	$1,030,000
Additional cost of COR-TEN steel construction	$ 170,000
Net Repair Saving by COR-TEN steel	$ 860,000
Net Saving per car	$ 860
Ratio of Net Saving to Additional Cost	506%

• Here being assembled are a few of the 5,500 70-ton hopper cars built by American Car & Foundry Co. for the Chesapeake & Ohio in 1950-51. High strength steel—mainly USS COR-TEN steel—was used for all body parts in contact with the lading.

USS HIGH STRENGTH STEEL

better with USS COR-TEN steel since 1933

COR-TEN steel construction pays for itself many times over

It costs about $170 more to build a 50-ton A.A.R. hopper car with body sheets of high strength, corrosion-resisting USS COR-TEN steel of the same thickness as would be used in copper steel.

But this money is well spent—the use of COR-TEN steel actually pays for itself many times over. First by saving the cost of one heavy repair and second by saving the time out of service such a repair involves.

COR-TEN steel construction cuts heavy repair costs 42%

USS COR-TEN steel construction in hopper cars will last at least 50% longer than copper steel of the same thickness. Thus during the 36 years' normal life of a hopper car, a copper steel car will require *two* heavy repairs—one at the end of 12 years and another after 24 years' service, each costing about $1200, or $2400 in all.

In contrast, a COR-TEN steel car will require heavy repairs *only once*, at the end of 18 years at a cost of $1370. Subtract from this saving of $1030, the $170 extra cost of COR-TEN steel construction and you have a net saving of $860—*more than five times* the extra first cost of COR-TEN steel construction.

COR-TEN steel construction cuts out-of-service time in half

These savings are further increased by the extra earning power that results from keeping cars serviceable—from having only one heavy repair in the life of the COR-TEN steel car.

This can run into important money, for railroads tell us that many cars spend six months to a year, or even longer, waiting for enough cars to come in for repair to permit setting up a track for economical shop practice.

How many months do bad order cars lose on *your* railroad? With this figure in mind, consider the fact that the per diem that a freight car earns in only 71 days will pay the extra cost of applying COR-TEN steel instead of copper steel in a 50-ton hopper car.

. . .

Now, ask yourself, does COR-TEN steel construction justify its extra cost? We believe that your answer—like that of the present users of the 40,000 USS COR-TEN steel hoppers—will be an emphatic, "Yes."

UNITED STATES STEEL CORPORATION, PITTSBURGH · AMERICAN STEEL & WIRE DIVISION, CLEVELAND · COLUMBIA-GENEVA STEEL DIVISION, SAN FRANCISCO
NATIONAL TUBE DIVISION, PITTSBURGH · TENNESSEE COAL & IRON DIVISION, FAIRFIELD, ALA. · UNITED STATES STEEL SUPPLY DIVISION, WAREHOUSE DISTRIBUTORS
UNITED STATES STEEL EXPORT COMPANY, NEW YORK

1933 UNITED STATES STEEL USS HIGH STRENGTH STEELS 1953
TWENTY YEARS OF PERFORMANCE

4-1240

UNITED STATES STEEL

SHORT LINES' MEETING

(Continued from page 48)

chairman went on to say that he believes in repeal of Section 22.

The commissioner does not propose abolition of regulation, but only bringing it up to date. "I am convinced that if there is not a regulatory body to control rates it would not take long for various segments of the industry to drive other segments out of business. This is not only true between trucks and railroads, but also within segments of the transportation industry as a whole: Railroad against railroad and trucker against trucker. There is no justification, in my judgment, for this war that seems to be going on between segments of the transportation industry. The fight between the rails and the trucks should be ended. Neither the rails nor the trucks are 'lily-white.' Both segments should put an end to the fighting and should work to build a better transportation system."

The meeting also was addressed by Francis A. O'Neill, Jr., and Leverett Edwards, respectively chairman and a member of the National Mediation Board; Charles W. Taylor, acting director of the ICC's Bureau of Safety and Service; Harold F. Hammond, manager, Transportation and Communication Department, U.S. Chamber of Commerce; and Philip A. Hollar, vice-president, AAR.

James M. Hood, president of the Short Line Association, presided throughout the two-day meeting. In his report to the membership, Mr. Hood made the following remarks about railroad piggyback operations: "There are many variations in the practices of the carriers embracing trailers on flats, but none of them is as yet too promising for short line railroads. Until there is crystallization of thought with respect to the types of terminals and cars on which the trailers are moved, it will be difficult to set up interline routes that would be profitable."

Mr. Hammond told the short-line executives there is a "good chance" that the 3% tax on freight shipments will be eliminated during the next session of Congress. The meeting was advised by Mr. O'Neill that under the Railway Labor Act railroads have as many rights as employees. He suggested that railroad officers "take time to read the act every once in a while and not to wait for moments of labor crisis, when there is only time to dip into it hurriedly."

Mr. Hood announced on October 20 that all officers of the association had been re-elected. The following changes in the board of directors were announced: Eastern Region—C. H. Jones, vice-president and general manager, Chicago South Shore & South Bend, elected regional vice-president, with R. F. Handwerk, vice-president, Cornwall, added to the board; Western Region—J. E. Knight of the Jerseyville & Eastern, and G. W. Knutson of the Escanaba & Lake Superior, added to the board; Pacific Region—P. N. Myers, president of the Trona, succeeds J. M. Bamberger, president of the Bamberger, as regional vice-president; Southwestern Region—William Goodner, traffic manager of the Northeast Oklahoma, elected to the board to succeed the late Ray McNaughton.

What's the Future for Crossties?

If a railroad crosstie, endowed with the ability to think and speak, were to comment on its own demise, it might ascribe its death to "old age, beaten to death, back broken, and punched full of holes," according to a speaker at the 36th annual convention of the Railway Tie Association at the Mayflower Hotel, Washington, D.C., October 20-22.

Such an ending would imply extremely rough handling, and that is just what the crosstie receives, so there are at least four major groups of persons vitally concerned with the health and welfare of the tie. These are the railroad users of ties, the producers, the forest conservationists and the engineering economists. Representatives of each group had an opportunity to tell their side of the story during the program of the RTA convention which was attended by 421 persons, including 112 railroad men. J. E. Peterson, president of the association, and vice-president of Gross & Janes Co., St. Louis, Mo., presided.

Since the present year has seen a sharp drop in the purchases of ties by the railroads, future requirements received more than the usual attention in the addresses presented at the meeting.

Speaking at the annual luncheon of the association, J. Elmer Monroe, vice-president and director, Bureau of Railway Economics, Association of American Railroads, developed a direct relationship between tie purchases and total operating revenues of the railroads. Comparing total expenditures for maintenance of way and structures with total operating revenues, he pointed out that these expenditures regularly take about 14 to 15 per cent of revenues.

Mr. Monroe said total charges of Class I railroads for crossties laid in replacement have amounted in recent years to about 0.9 per cent of their total operating revenues, with no very great change in this ratio from year to year. "Thus, with respect to this particular item, there is a rather definite relationship to operating revenues, marking the ability of the railroads to buy and pay for this very essential material."

Mr. Monroe discussed briefly the prospects for 1955. "At present," he said, "there seems to be a rather widespread hopefulness among analysts and forecasters that a bottom has been reached and that a business upturn can be expected over the coming year. . . . If these expectations of improved business are sustained, railroad traffic and revenues will also respond and the carriers would then be in better position to make increased outlays for maintenance and improvements in 1955."

Future requirements for crossties were discussed from a somewhat different angle by John E. Hansbury, formerly acting director, Bureau of Valuation, Interstate Commerce Commission, now retired. Noting that there are approximately one billion crossties in the tracks of the Class I railroads, Mr. Hansbury said he had cal-

FUTURE crosstie requirements were discussed at the Railway Tie Association's annual luncheon by J. Elmer Monroe, vice-president and director, Bureau of Railway Economics, AAR.

"NO SINGLE MATERIAL can meet the advantages of the wood tie in low initial cost, light weight and long life when treated with preservatives," said R. G. May, vice-president, Operations and Maintenance Department, AAR.

culated that there is deferred maintenance on these crossties in the amount of 90 million ties. This deferred maintenance "does not at all affect the safety of operation of the railroads," but there does exist for the railroads "a future financial responsibility for making excess replacements of 90 million ties."

In an explanation of how deferred maintenance in crossties is computed, Mr. Hansbury said that recent replacements of crossties, "while adequate for safe operation of traffic, do not measure the actual loss in service life, nor do they measure the full amount of replacements that will be necessary at the time the uniform cycle of replacements is reached." While the computed total deficiency in ties "may seem to be a substantial amount, it actually represents about two years normal installation of creosoted ties."

References to some factors affecting future requirements for crossties, and a plea for closer cooperation between the railroads and tie producers, were contained in an address by D. B. Frampton, president of D. B. Frampton & Co. Mr. Frampton sees the possibility that changes or improvements in operating conditions, such as centralized traffic control, use of diesel power, and improved personnel, "may well result in the abandonment of as much as 20 per cent of our track miles without impairment to service, but with tremendous savings." Assuming the abandonment during the next five years of a net of 50,000 miles of track, "we will automatically reduce annual tie requirements by approximately four million ties, but perhaps more important to our industry, our customers will reclaim at least 30 million ties available for use on branch lines, yard and parking tracks, and similar property." Mr. Frampton anticipates, therefore, "a continued reduction in the purchase of side-track ties and a rather stable and increased requirement for main-line sizes."

The relationship between the tie-producing industry and its customers is today on a higher plane than ever before, Mr. Frampton said, and he voiced the hope that some way could be devised "in which we could better anticipate these horrible nightmares that we have had to live through and on such short notice," and he believes that "our customers will cooperate fully to the end that we can both be of help to each other, and in a most efficient and economical fashion."

This line of thought was pursued further in an address by E. J. Stocking, executive vice-president of Hobbs-Western Company, who said that "advance knowledge as to the railroads' anticipated yearly requirements, together with inventory information, would be of inestimable value to the tie producing industry." It is understandable, he said, that "there may be some valid reason on the part of railroad management against giving us information for each individual railroad, but I cannot see where there should be any serious objections to reporting this collectively by districts in the same manner that informaon crosstie renewals is made available." He feels that "the only logical way to avoid . . . hills and valleys in the tie industry is to obtain, through cooperation with the railroads, information as to their yearly requirements in advance, and also as to the number of ties in their inventories, and adjust production to meet these needs."

William S. Swingler, assistant chief, Forest Service, U. S. Department of Agriculture, was the spokesman at the meeting for the forest conservationists. While recognizing fully the progress that has been made in reducing the drain on forests by extending the life of crossties, Mr. Swingler mentioned a number of factors, including competition from other industries in obtaining forest products, that should prevent the railroads and crosstie producers from assuming that "the future of your product is secure."

As one step that can be taken to obtain this security he mentioned the role that railroad foresters can play. "There is a wide open field for the employment of more technical foresters by the railroads—foresters to work directly with the woodland operators. Certainly if it is good business for other segments of the forest products industry to hire many trained foresters to work with

(Continued on page 56)

AMCRECO
LOWRY PROCESS
CREOSOTED WOOD
1904·1954

50th

MARKS FIRST HALF CENTURY OF MADE POSSIBLE BY THE INVENTION C. B. LOWRY, FOUNDER OF THE

THE durability of wood was a problem even in earliest times. The first country, however, to realize that wood preservation was a matter of national importance was England during the 18th century when her forests were being depleted to build and maintain a vast merchant fleet and navy. The problem became increasingly severe during the 19th century in England and in Europe with the growth of the railroad systems.

The threatening timber famine touched off feverish experimentation to find a suitable wood preservative, but none was found until about 1838, when John Bethell patented his process in England. At about this same time, preservatives other than creosote (dead oil of coal tar) were introduced, but the Bethell creosoting process proved to be the most reliable and, to a great extent, replaced all other processes abroad.

By 1880, it was becoming evident that the vast forests of the United States were being depleted at a high rate and that the time for action to prevent complete exhaustion was approaching. In this year, the American Society of Civil Engineers appointed a committee to study the problem. After several years of study, the committee reported that the Bethell Creosoting Process was the most effective method of wood preservation, but the cost was prohibitive due to the high price and scarcity of creosote in the United States, and the excessive amounts required to do a suitable job.

It was not until about 1904, after the development of the Lowry Process and the founding of the American Creosoting Company, that modern wood preservation was born.

FIFTY YEARS AGO, in a plant at Shirley, Indiana, the Columbia Creosoting Company started wood preserving operations for the Big Four Railroad Company (New York Central System) with a revolutionary technique called the Lowry Process. The rest is history. The Columbia Creosoting Company went on to become the American Creosoting Company of today, and its birth marked the beginning of the modern era of wood preservation.

The Lowry Process opened the door to the modern era by making it possible to impregnate wood successfully with far less creosote and in far less time than was required with Bethell's method. The Lowry Process cut the cost of creosoting practically in half.

Mr. C. B. Lowry, a founder of the American Creosoting Company, conceived the idea for his process about 1902, demonstrated it in an experimental plant for the Big Four Railroad at Riverside, Ohio in 1903, used it in commercial operations for the Big Four at the Shirley plant in 1904, and applied for a patent in 1905.

A method of treatment later known as the Ruping Process was introduced in Germany. Although there were important basic differences, the Ruping method was similar to the Lowry process insofar as it reduced the quantity of creosote used. Afterward, the German inventor of the Ruping Process filed an infringement suit against Lowry.

Anniversary

MODERN WOOD PRESERVATION OF THE LOWRY PROCESS BY AMERICAN CREOSOTING COMPANY

That Mr. Lowry and his company were the founders of modern wood preservation is amply proved by the decisions in these suits rendered by the United States Courts and the United States Patent Office.

An extract from these decisions is as follows:

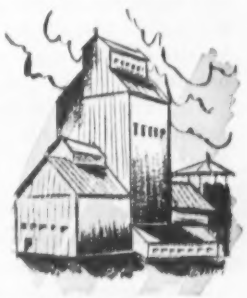
"The Examiner of Interferences found that Lowry conceived the invention long prior to Ruping's introduction of it into this country, and that he did not derive his knowledge of it from Ruping's agents. That he successfully reduced it to practice with an experimental apparatus in the shops of the "Big Four" Railroad Company, at Riverside, Ohio, in November, 1903. That he communicated it to others, and in the spring of 1904 began efforts to build a plant at Shirley, Ind. for the operation of the process, which was prosecuted with diligence, and the process put into commercial operation on the completion of the plant.

"The Examiner-in-Chief concurred with the Examiner of Interferences in all respects save the reduction to practice at Riverside in 1903. On account of Lowry's earlier and independent conception, and subsequent diligence they concurred in awarding the priority to him.

"The Commissioner agreed in all respects with the Examiner of Interferences. We agree also that the evidence is sufficient to show that Lowry, prior to the experiments with the Ruping Process at Perth Amboy in April, 1904, had begun plans for the erection of the Shirley plant, which were diligently followed by completion and the practice of the process on a large scale."

Ruping filed an appeal in the United States Court of Appeals of the District of Columbia. The court upheld the decision of the U. S. Patent Office. Then Ruping filed an appeal in the U. S. Supreme Court, but a hearing was refused on the grounds that the case had been adequately handled by the lower tribunals. These years of litigation established, once and for all, that Lowry was the founder of modern wood preservation.

In this Golden Anniversary year, it is with great satisfaction that Amcreco looks back over a long record of service to industry and to our country in helping conserve the valuable timber resources of the land. Amcreco is also proud of its important contribution to modern forestry in the development of its great Satilla Forest in Georgia. But not content to rest on this record, Amcreco is looking forward to serving both industry and country with the same vision and vigor and high standards which have characterized the Company's policy for the past fifty years.



In an industry where so much depends on service, Amcreco offers facilities second to none. Our plants and sales offices are strategically located for prompt domestic or export shipment. We would appreciate an opportunity to quote on your needs.

AMERICAN CREOSOTING COMPANY

Shreveport Creosoting Company
Colonial Creosoting Company
Federal Creosoting Company
Indiana Creosoting Company

AMCREO
LOWRY PROCESS
CREOSOTED WOOD

Georgia Forest Products Company
Gulf States Creosoting Company
Georgia Creosoting Company
Kettle River Company

PRESENTATION of gift to Julius H. Parmelee (left), retired vice-president and director, Bureau of Railway Economics, AAR, by RTA President J. E. Peterson.

"IMPROVED operating conditions . . . may result in abandonment of 20 per cent of our track-miles," said D. B. Frampton.

J. H. TABB is the new president of RTA. Mr. Tabb heads a tie-producing company which bears his name.

THE FUTURE FOR CROSSTIES

(Continued from page 53)

those that produce the raw material for their operations and mills, it is just as logical for the railroads and the crosstie producers who have such a significant stake in the future of America to increase their staff of foresters."

Among representatives of railroad users of crossties who participated in the program was V. C. Hanna, chief engineer, Terminal Railroad Association of St. Louis, who made the statement quoted in the first sentence of this article. Mr. Hanna's address consisted of a comprehensive analysis of the crosstie practices of Class I terminal and switching companies.

To obtain information on the practices of individual terminal companies in the use and treatment of crossties, Mr. Hanna sent a questionnaire to all of them, to which 30 replied. His address consisted largely of an analysis of the replies, broken down according to the geographical distribution of the companies.

Some of the practices of the Nickel Plate in connection with the procurement, handling and treatment of crossties were discussed in an address by F. S. Shinn, assistant tie and timber agent of that road. His remarks dealt largely with the road's practices in connection with loading and treatment of red oak, white oak and mixed hardwood ties.

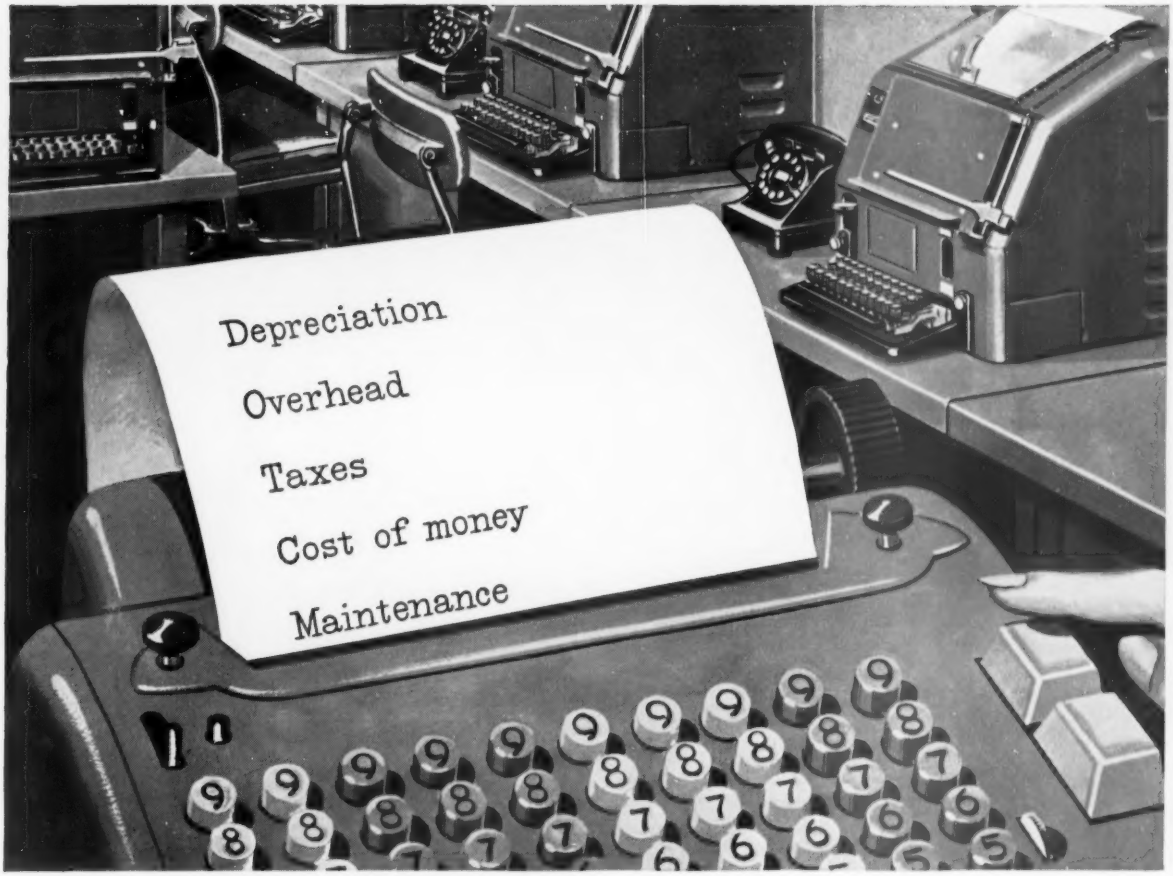
Mr. Shinn also described an experiment this railroad is conducting to determine if the incising of hickory ties will reduce the incidence of checking and splitting in ties of this species. Preliminary results of this experiment have led Mr. Shinn to conclude that incised hickory ties "will not show any more tendency to check and split after they are in the track than a seasoned oak tie will."

Hickory was also the subject of an address by M. S. Hudson, research chemist, Taylor-Colquitt Company. Mr. Hudson explained that the declining use of hickory for various reasons has resulted in a forestry problem produced by the fact that in many areas the percentage of hickory trees has increased from four to five per cent to as much as 20 to 30 per cent. It is thought that the use of hickory could be increased considerably if something could be done to overcome the two objectionable characteristics of hickory from the standpoint of its use for ties, i.e., excessive checking and splitting and high susceptibility to decay and insect damage during seasoning.

With this problem in mind a survey was undertaken to determine the practices of various railroads in the use of hickory ties. Answers were received from 39 railroads, of which 30 do not use hickory. The other nine railroads accept hickory. In answer to a question as to whether they would use hickory if the defects developing during seasoning were overcome, two-thirds of the railroads not using it now replied affirmatively, according to Mr. Hudson.

Having thus received assurance of greater acceptance of hickory if the objections to it could be overcome, a number of tests were conducted to determine the effectiveness of various seasoning and treating practices in reducing checking and splitting in such ties. These tests, according to Mr. Hudson, indicate that improvement in the behavior of hickory during seasoning can be accomplished.

New officers of the RTA, as elected at the convention, are: President—J. H. Tabb, J. H. Tabb & Co., Houston, Miss.; first vice-president — Douglas Grymes, Koppers Company, Pittsburgh; second vice-president — F. W. Campbell, W. B. Crane Company, Chicago; members of the executive committee—E. F. Schlafly, Potosi Tie & Lumber Co., St. Louis; W. L. Winham, T. J. Moss Tie Company, St. Louis; Martin Wilson, Kirby Lumber Corporation, Beaumont, Tex.; D. B. Frampton, Jr., D. B. Frampton & Co., Columbus, Ohio. J. E. Peterson, as past president, also becomes a member of the executive committee. Roy M. Edmonds was re-elected secretary-treasurer. The 1955 convention of the association will be held at the Peabody Hotel, Memphis, Tenn., October 26-28.



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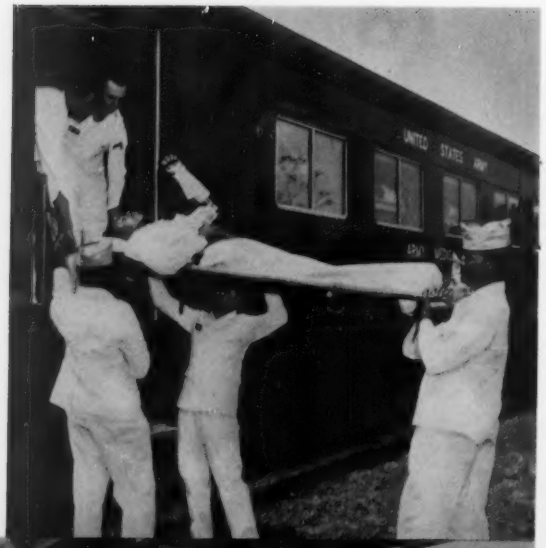

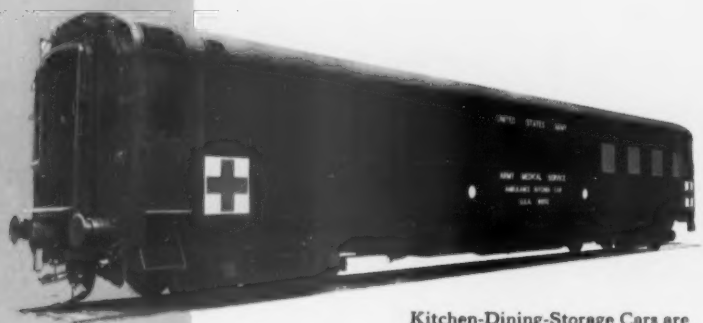

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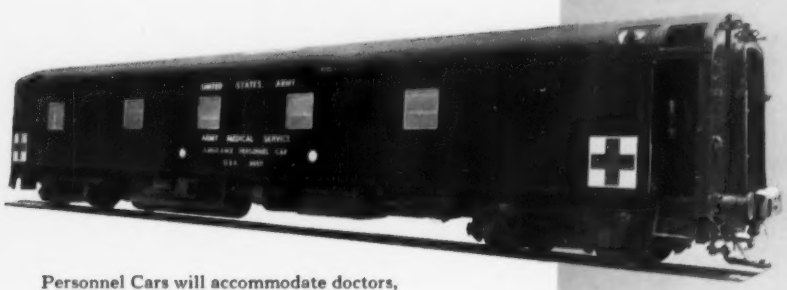

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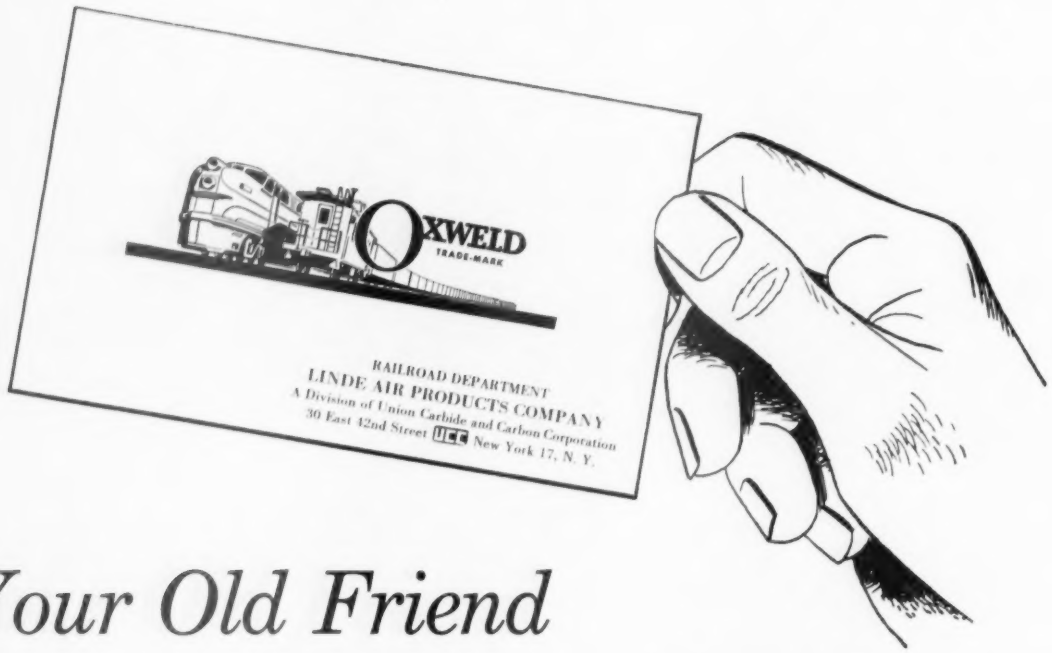
TO AMERICA'S RAILROADS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The men you have known as representatives of Oxweld Railroad Service Company will now be calling on you as representatives of the newly formed Railroad Department of Linde Air Products Company.

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Just 54 Days Until Christmas

'Twas the month before Christmas
And the word went around
That in Casey Jones' house
Not one AGE could be found.

This was strange, thought a friend
(And really not right)
And he thought he'd do something
About Casey's sad plight.

But Case, not aware
Of his friend's intuition
Had promised himself
He would buy a subscription.

Oh! the office copy was fine—
But he wasn't amused
When it often arrived late
And generally well used.

So, the friend wrote a letter
Of which this was the gist:
"Dear Sirs: please add
Mr. Jones to your list."

Now would you believe it
Ol' Case shed a tear
—'Twas the joy in receiving
Railway Age thru the year.

How about that railroad friend of yours—who only gets to see a copy of Age once in awhile? If he's on your Christmas list, you will very shortly be faced with that old problem of what-can-I-get-him-this-year.

Try this gift subscription to Railway Age for size.

It will fit perfectly and guarantees a whole year of usefulness.

Just tell us how you would like the gift notice signed, and we will notify your railroad friend or relative, with an attractive card of your thoughtfulness.

But do it today! Time is running out.

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That's right — when it comes right down to the wire, when it's time to cast your vote — you have to decide — whose side you are on.

You don't vote for anyone or anybody just out of whimsey. You decide on the man's past achievements, his party and what principles the man stands for.

WE WANT YOUR VOTE!

We stand for railroading. Since 1856, Railway Age has fought for and stood for the things which we thought were best for the rail industry.

We are proud of a long list of achievements which have become part and parcel of railroading. Achievements which we helped put into practice.

We are proud of our editors—of the friends they have in railroading . . . of the fine articles they write every week.

We have been encouraged by several generations of railroad men, to continue our high standards of publishing. To disagree with anything which is detrimental to the future of railroading and to praise that which assists it.

We want you to be informed about your industry — to be a spokesman for it in your community.

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Tighter Inventories=Better Profits

Although the value of a "lean" inventory in the railroad industry appears no longer to be a matter for serious questioning, much remains to be done before the ideal inventory figure is reached, or even closely approached. It is the goal, though, toward which railroads must continue to move.

There is a point in inventory reduction, however, beyond which returns tend to diminish below the value of the cost of achieving it. This point is, of course, variable and influenced to a large extent by factors peculiar to each railroad. It is imperative for departments charged with procurement and stocking of materials and supplies to understand where—within certain definite limits—this point is, and the danger of going beyond it.

To illustrate briefly and in a very general way: A large and important division point where heavy repairs are made may find itself with $5 million tied up in inventory. Intelligent combing of stock may reduce this amount by $2 million without hardship to the using departments. After becoming accustomed to the more maneuverable balance, an excess of enthusiasm could lead to additional attempts at reduction, with the result that stock is further trimmed to $2½ million. This, however, might prove to be unwise if it increased delays in releasing equipment and led to ill will between departments.

Last year, U.S. railroads spent about $2 billion for materials and supplies, and at almost any given time inventories show one-third of this sum in materials on hand. Any sizable reduction in these amounts would make pleasurable reading to a large number of railroad people.

The reasons for top-heavy inventories are varied and not hard to discover. They range from the simple fear of shortages to explanations that run the gamut of departmental thinking. For example, $10,000 may be tied up in certain materials because the railroad got a quantity differential and could not resist what appeared to be a bargain. Another example would show a sizable slice of the railroad's revenue in an item obsolete almost upon receipt, but which fact, because of poor liaison with the using department, was not brought to light until a year later. Or there may be a collection of expensive complete assemblies, each robbed of a cheap and simple component. The component is all that is ever needed, but the purchasing people have never been told that. And so it goes, with the result that inventory begins to grow, making it increasingly difficult to operate either efficiently or economically.

What About Taxes?

It is apparently seldom realized, even in the departments most concerned, that railroads pay taxes on unapplied material on hand on the last day of each year. Unless the balance is reduced by the end of the succeeding year, similar taxes again will have to be paid on the same material. Thus cost may be piled on cost.

Astute and forward-looking railroad managers are aware of the concept of the purchasing factor as a profit maker. This is a departure from the past when purchasing was regarded almost without exception as a necessary but money-consuming evil. Fortunately, it is now beginning to be seen as a valuable tool of management that, by cutting costs, is able to increase profits.

A saving in purchases is equal, from the standpoint of net profits, to an increase in revenue. It has, in fact, been shown that an average saving of 5% in purchases is the same as a 7% increase in profits. Purchasing and handling of materials is not something to be tolerated as a matter of necessity, it is a function that can, if properly handled, be a source of revenue to the railroad.

First, and perhaps foremost, to obtain optimum results from the potential savings possible in this phase of railroad operations, it is essential that those charged with the duties of purchasing and handling unapplied materials and supplies constitute a separate and distinct department, with its top officer reporting directly to the chief executive. It also is axiomatic that the compensation and authority of the department's managers should be commensurate with the degree of their responsibilities. The

(Continued on page 64)

John D. McGann

This article—by John D. McGann, Chesapeake & Ohio storekeeper at Hinton, W. Va.—won the $100 prize in an essay contest announced by *Railway Age* earlier this year. While not restricted to Purchases & Stores personnel, the contest topics—inventory reduction and reduction of other non-operating expenses—were most directly related to the functions of that department. The panel of judges which selected Mr. McGann's essay as prizewinner consisted of V. N. Dawson, assistant purchasing agent, Baltimore & Ohio; F. W. Pettit, general purchasing agent, Western Maryland; and H. M. Rainie, vice-president, Boston & Maine.

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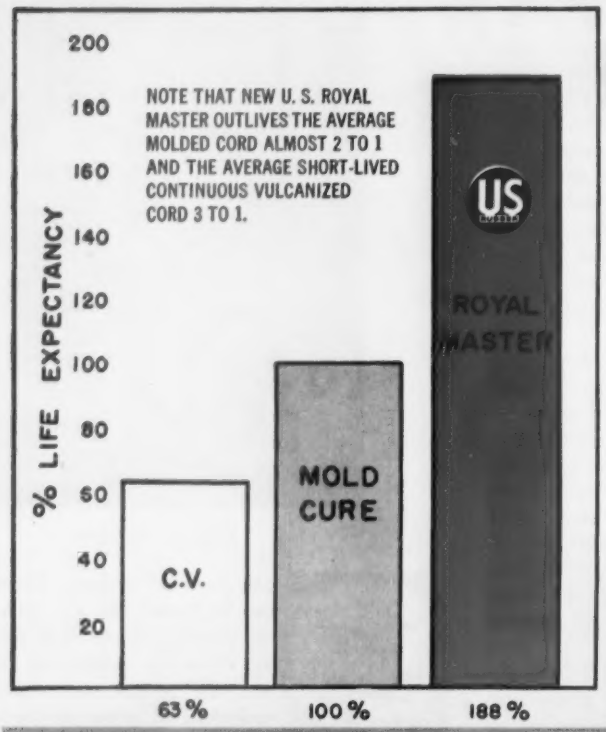

Chart—summarizing individual service factors weighted by their contribution to overall service life—shows new U. S. Royal Master Cord gives 88% longer life than the average of competitive molded cords.

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Superior on every count!*

- 33.3% greater heat resistance
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- 23.3% greater oil resistance
- 128.8% greater flexibility

*to the average of molded cords of other makes

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ELECTRICAL WIRE AND CABLE DEPARTMENT

cord life—with NEW MASTER portable cord!

Far outlasts *any* other cord made!

Service to cost ratings show new U. S. Royal Master Cord actually gives $1.88 in value for every cord dollar when compared to the average competitive molded cord!

Two years ago, "U. S." engineers began a *complete reexamination* of portable cord construction, service life, and the causes of cord failure.

Over 10,000 tests were made. More than a thousand cords of all leading makes, including our own famous U. S. Royal Cord, were analyzed, tested, and compared.

Every life factor was considered and carefully evaluated, alone and in its relation to overall cord performance and service life.

Backed by 64 years of experience in the manufacture of electrical wire and cable, U. S. Rubber engineers then translated their findings into an entirely new portable cord, designed to surpass any other previously made.

Extensive tests, both in the laboratory and in outside plant installations have proved this new portable cord startlingly superior in every respect!

New U. S. Royal Master is unquestionably the finest cord you can buy!

From every standpoint, new U. S. Royal Master is a finer, more durable cord—actually gives 88% longer life than the average of other molded cords—far longer than *any* other cord—surpassing even a *hypothetical* cord incorporating the best features of all those tested!

Far greater value, too! In spite of almost doubled service life, this great new cord is in the same price category as other molded cords—giving you $1.88 in cord value for every cord $1.00!

Prove to yourself the outstanding superiority of new U. S. Royal Master Portable Cord—in both service life *and* economy! Get in touch with your "U. S." distributor today!

Approved by Underwriters' Laboratories, Inc.

RUBBER COMPANY

ROCKEFELLER CENTER, NEW YORK 20, N. Y.

TIGHTER INVENTORIES

(Continued from page 61)

surest way to have an organization that men are glad to work with is to have one for which they are proud to work.

There is no rule that can be applied generally to the matter of inventory balance at all locations. Each point must be governed by a variety of factors, some of which are peculiar to that location. In other words, a balance which is ideal at one store may be inadequate at a second and excessive at a third.

How to Reduce Inventories

Another point deals with the actual balance on hand, and how it may be made to approach the ideal figure for that particular store. This ideal figure is not something drawn from a hat. It is the lowest possible balance that can be carried consistent with adequate service and requirements at that point. With this decided, reduction can be accomplished in various ways.

To mention a few, all of which, in some form or other, we use on the Chesapeake & Ohio, there is the pruning of current requisitions to provide a future minimum of stock; marshalling of all surplus at the general store to reduce new purchases; discontinuance of stocks if materials are quickly obtainable from jobbers; delay in purchases toward close of year to avoid taxes; stocking of expensive items at central locations only; scrapping or sale of surplus and obsolete materials; and, finally, constant policing of the entire material situation to avoid pitfalls incident to any reduction program.

Cooperation Is Indispensable

Each method has certain advantages but some will be found to be more workable and more satisfactory in a particular location than others. One indispensable element is sincere interdepartmental cooperation.

In pruning current orders as a method of stock reduction, the pruning must be skillful. In fact, it can be accomplished satisfactorily only by one who has his fingers, so to speak, on the pulse of the using department. This is where cooperation counts in a major way. The person who does the pruning should know the implications of heavy and unwieldy stock balances and the advantages that accrue when inventories are kept low.

A useful guide in deciding what, and what not, to retain is the stock book. This generally gives a one- to four-year record of each item, and from it can be seen how frequent or infrequent usage has been. To define and set aside surplus, the utmost in tact and intelligence are needed. It requires a high degree of cooperation from the using departments. Interdepartmental conferences in such situations will almost always bear fruit and it will be found, if the proper approach is made, that other departments will cooperate fully, once the importance is realized.

Obviously, it is of little use to surplus an item if someone on the other side of the fence is determined to find a need for it the day after it is eliminated. Even though it could perhaps be proved that the need was contrived, it is no accomplishment to do so. Attempting it builds a wall of ill will against future success. But whole-hearted cooperation of stores and using departments can almost manage miracles in the reduction of stock.

With the utmost in luck and cooperation, however, there will be isolated cases where an item will be required shortly after it is returned as surplus. This is to be expected, but if ten items are eliminated and only three have to be restored, the gain is good and the batting average high. If a costly item has been carried for years with no usage, the probability is that the cost of carrying has already exceeded the original value and further stocking is likely to be dead expense. Any reduction in such materials is pure saving and quickly reflects itself on the profit side of the ledger.

Discontinuance of stocks when materials are quickly obtainable from jobbers, and delaying purchases when near a year end, may seem to be trifles, but they are far from it, as even a cursory examination of material accounts will indicate. Stocking expensive items at central locations only, where they can be swiftly sent to any part of the railroad, works both for the using department and toward overall reduction of stock balances. It requires no particularized explanation, except to say that two assemblies carried at two central points do the job of perhaps a dozen scattered in as many locations.

Scrapping and selling obsolete and surplus materials depends, almost wholly, on the attitude of using departments toward efforts to reduce the stock balance. No reduction program stands even a remote chance until using departments are convinced of its importance.

Also to be considered in a program of stock balance reduction is the increased ease of operation made possible through a leaner physical set up. Less stock requires less space to store, less labor to service and less time to check. Being more accessible, stock can be kept under almost constant surveillance, making it possible to spot more easily any indication of approaching shortage or surplus. The balance has become manageable.

"A saving in purchases is equal, from the standpoint of net profits, to an increase in revenue. It has, in fact, been shown that an average saving of 5% in purchases is the same as a 7% increase in profits. Purchasing and handling of materials is not something to be tolerated as a matter of necessity, it is a function that can, if properly handled, be a source of revenue to the railroad."

"It is apparently seldom realized, even in the departments most concerned, that railroads pay taxes on unapplied material on hand on the last day of each year. Unless the balance is reduced by the end of the succeeding year, similar taxes again will have to be paid on the same material. Thus cost may be piled on cost."

Equipment & Supplies

(*Continued from page 16*)

bine-electric locomotives, compared with September 1953 installations of 117 diesel units and one steam locomotive.

On October 1, Class I roads had on order 115 new locomotive units, including 104 diesel units, 10 electric locomotives and one gas turbine-electric locomotive, compared with 520 diesel units and three steam, 10 electric and 15 gas turbine-electric locomotives on order October 1, 1953.

FREIGHT CARS

The **Chicago & Eastern Illinois** will construct in its own shops 25 50-ton box cars at an estimated cost of $220,000.

The **Denver & Rio Grande Western** has ordered 10 50-ton box cars from the Pullman-Standard Car Manufacturing Company at an estimated cost of $9,300 each. Delivery is expected in November.

The **Gulf, Mobile & Ohio** has ordered 100 pulpwood cars from its Meridian, Miss., shops. Material for the cars is being ordered and construction is scheduled to begin next January, with delivery to be completed no later than April 1955. Authorization by GM&O directors to acquire this equipment was reported in *Railway Age*, August 23, page 12.

The **Lehigh Valley** has ordered 100 70-ton 65½-ft fixed-end gondola cars from the Bethlehem Steel Company at an approximate unit cost of $7,628. Delivery of the cars, which will be used principally for transporting fabricated steel items, is to begin in mid-January 1955, at the rate of 10 units daily.

The **Nashville, Chattanooga & St. Louis** will build 20 pulpwood cars in its own shops at an estimated unit cost of $6,058. Beginning shortly after November 1, the cars are expected to be constructed at the rate of two a week.

The **Reading** has announced plans to purchase 200 65-ft gondola cars at a cost of approximately $1,700,000.

The **Southern Pacific** will build 750 wide-door box cars in its Sacramento, Cal., shops. Delivery is scheduled to begin next April and be completed in September 1955. These cars are part of the 1,500 recently authorized by the directors for construction in SP shops (*Railway Age*, August 30, page 10).

The **Western Pacific** has ordered 100 double-door box cars from the Pullman-Standard Car Manufacturing Company at a cost of over $800,000. Delivery of the cars, authorization to purchase which was reported in *Railway Age*, September 13, page 13, is scheduled for the first quarter of 1955.

PASSENGER CARS

The six coaches ordered by the **Missouri-Kansas-Texas** from the Pullman-Standard Car Manufacturing Company will be of all-stainless steel superstructure rather than just stainless steel trim, as reported in the October 18 *Railway Age*, page 15. The cars will be similar to the pilot-model stainless steel car the Katy acquired from Pullman-Standard last spring (*Railway Age*, May 24, page 27).

New Facilities

Atlantic Coast Line.—This road has applied for ICC authority to build a 1.45 mile extension to serve industries at Perry, Fla.

Grand Trunk Western. — The roundhouse at Chicago is to be remodeled as a diesel service center at a cost of $25,000. A new car repair building will be built at Durand, Mich., by company forces at a cost of approximately $50,000.

Lehigh Valley.—A new 500-ft-long freighthouse at Newark, N.J., will be available for use early in December. The structure will provide 2,700 sq ft of office space, 12,600 sq ft of warehouse area and a 250-ft covered platform. Thirty freight cars can be spotted simultaneously on the three tracks serving the building.

Southern Pacific.—Division 4 of the ICC has authorized construction of a nine-mile branch from this road's main line at Mojave, Cal., to the site of a proposed plant of the California Portland Cement Company. The cement company, which will construct industrial trackage, is advancing the total construction cost of $574,475, to be refunded through fees based on tonnage shipped from the proposed plant.

Missouri Pacific. — Company forces are expanding track facilities at Frontier, Kan., to accommodate grain traffic, at a cost of $120,670; reconstructing four bridges at Fults, Ill., ($92,000); reconstructing other bridges at Joplin, Mo., Plattsmouth, Neb., and Moody, Kan., at an estimated total cost of $105,050; replacing Bridge 159 at Sageeyah, Okla. ($29,000); installing a centralized checking system at State Line freighthouse Kansas City, Mo. ($29,500); building at the same point, new locomotive servicing tracks, a wye track connection and an outside inspection pit (total cost, $49,800); erecting, also at Kansas City, a new shop for painting diesel locomotives ($27,500); and extending a bridge at Belle Plaine, Kan. ($27,000), because of highway construction work.

At Pauline, Kan., the existing lead track serving Forbes Air Force base will be sold to the federal government and a new lead and wye will be built in replacement at a cost of $36,840.

St. Louis-San Francisco.—The freight station at Joplin, Mo., will be enlarged and remodeled to provide passenger facilities and traffic department offices. The work will be undertaken by company forces at a cost of about $37,000.

Financial

Chicago & Eastern Illinois.—*Acquisition of StL&O'F.*—This road has applied to the ICC for authority to acquire and operate properties of the St. Louis & O'Fallon, in order to provide "improved piggyback service" in the St. Louis and East St. Louis areas. The C&EI would lease the properties, with option to purchase for a 10-year period. The StL&O'F was granted authority to abandon its 17 miles of track and siding July 2. On October 15 the commission issued a car service order authorizing the C&EI to operate trains over the StL&O'F pending action on the acquisition application.

El Paso & Southwestern.—*Acquisition.*—Division 4 of the ICC has authorized purchase by this road of the El Paso Southern for $100,000 (*Railway Age*, September 13, page 9).

Northern Pacific. — *Oil Agreements.*—Under two recently announced agreements, exploratory oil wells will be drilled in Fallon county, Mont. The Mobil Producing Company (a Socony-Vacuum subsidiary) will work on lands in the so-called Baker-Dodge area under an agreement providing royalty and working interest to the NP. The McAlester Fuel Company will work on lands in the East Baker area.

Pennsylvania.—*To Pay Quarterly Dividends.*—Intention to place its common stock on a regular quarterly dividend basis in 1955 was announced by the Pennsylvania October 27. Payments, to be made in March, June, September and December, would depend on earnings, but 25 cents per quarter has been suggested as a possibility for next year. Dividends on Pennsylvania stock were paid quarterly for some years prior to 1931, but have been on an irregular basis since then, although at least one dividend has been paid each year. Declaration, also on October 27, of a 1954 dividend

of 75 cents per share (payable December 6 to holders of record November 8) maintains the company's 106-consecutive-year dividend record—the longest of any major corporation in the United States.

Pennsylvania.—*Stockholders' Committee.*—A group of Pennsylvania stockholders, which claims to control from 100,000 to 200,000 shares of the company's stock, has formed a six-man committee for the announced purpose "of suggesting ways of improving the situation of Pennsylvania Railroad." The committee, headed by Thomas G. Campbell, New York financial analyst, says its purpose is "simply to restore credit, earnings and dividends"—not to precipitate a proxy fight or to gain control of the railroad.

Southern. — *Acquisition.* — The Southern has applied for ICC authority to acquire control of the Atlantic & East Carolina and the Camp Lejeune. Control of the A&EC would be obtained through purchase for $525,000 of all that road's capital stock. The CL is a newly organized corporation, all stock of which will be owned by the Southern, if the application is granted.

The A&EC line extends 96 miles, from a connection with the Southern at Goldsboro, N.C., to Morehead, N.C., which is being developed by the state as a deep-water port. The CL will operate under lease from the United States, if the application is approved, a line recently built, and now owned, by the government, from a connection with the A&EC at Havelock, N.C., to Jacksonville, N.C., 36 miles. The line serves the Marine Corps bases of Camp Lejeune and Cherry Point Air Station.

Southern.—*Stock Purchase.*—This road has applied for ICC authority to purchase from the Baltimore & Ohio 7,506 shares of the capital stock of the Southwestern Construction Company in order to increase its holdings in the Cincinnati, New Orleans & Texas Pacific. Southwestern Construction owns 69% of the common stock of the CNO&TP. The B&O holdings in this company amount to 37% and, added to the 16% held by the Southern, would give that road control of the company and, indirectly, of the CNO&TP.

In the same application, the Southern also asked for authority to issue $15,000,000 in collateral promissory notes to finance the contemplated stock purchase.

Western Maryland. — *Securities Modification.* — The Interstate Commerce Commission has approved, with amendments, this road's plan for modification of its financial structure under provisions of the Interstate Commerce Act's section 20b. The favorable report by Division 4 drew a dissent from Commissioner Mahaffie who had much to do with the writing of section 20b, called the "Mahaffie Act" while it was on its way through Congress. The "primary effect" of the modification, as the majority report explained, is to change the dividend provisions of the road's first preferred stock "from a 7% fully-cumulative basis to a 5%, cumulative-to-$15, basis, and to eliminate the accruals of unpaid dividends on this stock." As of July 1, 1953, the accruals amounted to $22,354,920, or $126 per share.

WM's present stock set-up includes 177,420 shares of this 7% preferred, 61,290 shares of 4%, non-cumulative second preferred, and 532,868 shares of common. All have voting rights. The Baltimore & Ohio owns 94% of the first preferred, 13% of the second preferred, and 29.9% of the common, but its holdings have been trusteed with the Chase National Bank since 1932. The approved revamp plan contemplates a new stock set-up with these issues: 354,840 shares of the 5% cumulative (to $15) first preferred mentioned above; 150,000 shares of 4% second preferred; and 532,868 shares of common.

Two shares of the new first preferred and one-half share of the new second preferred would be exchanged for each share of the present first preferred. The present second preferred and common would be exchanged on share-for-share bases for the new second preferred and common. The WM had proposed to give holders of the present first preferred a $10 per share cash payment in addition to the new securities; but elimination of that payment was one of the amendments required by the commission. The majority report also prescribed the procedures to be followed in submitting the plan to the stockholders.

Dissenter Mahaffie said he would have denied the application. "The provisions of section 20b, under which we are called upon to set aside and nullify provisions of valid existing contracts," he continued, "are not to be lightly invoked; and a plan for the alteration of a carrier's securities should be approved only where a clear showing has been made that the paramount public interest will be so promoted as to justify overriding the objections of dissenting security holders. No such showing has been made in this case. Applicant is not faced with any prospective financial difficulties, and the favorable terms upon which it recently has been able to market its securities do not indicate that the arrearages on its preferred stock have affected its credit substantially."

Investment Publications

[The surveys listed herein are for the most part prepared by financial houses for the information of their customers. Knowing that many such surveys contain valuable information, *Railway Age* lists them as a service to its readers, but assumes no responsibility for facts or opinions which they may contain bearing upon the attractiveness of specific securities.]

Fahnestock & Co., 65 Broadway, New York 6,

Chicago, Rock Island & Pacific Railroad Co. Weekly Review, October 18.

Smith, Barney & Co., 14 Wall st., New York 5.

Kansas City Southern Railway Company. Common Stock. Railroad Bulletin No. 174, September 22.

Minneapolis, St. Paul & Sault Ste. Marie Railroad Company General Income 4s 1991. Railroad Bulletin No. 177, October 5.

Missouri Pacific Railroad Company Reorganization Plan. Railroad Bulletin No. 176, September 30.

Railroad Earnings. Railroad Bulletin No. 175, September 22.

Vilas & Hickey, 49 Wall st., New York 5.

Western Maryland Ry. Co. October 19.

Securities

Authorizations

NORTHERN PACIFIC.—To issue $52,000,000 of collateral trust bonds to redeem in part bond issues due in 1975 and 2047 (*Railway Age*, September 20, page 15), and to pledge as collateral security $78,000,000 of series E improvement mortgage bonds. Division 4 approved sale of the new bonds, with an interest rate of 4%, at 98.1—the bid of Morgan Stanley & Co.—which will make the annual cost of the proceeds to the road approximately 4.1%. The new bonds, dated October 1, 1954, will mature October 1, 1984. They were reoffered to the public at 99½.

SOUTHERN PACIFIC.—To assume liability for $8,505,000 of equipment trust certificates to finance in part equipment costing an estimated $11,357,684 (*Railway Age*, September 27, page 27). Division 4 approved sale of the certificates, with an interest rate of 2⅝%, at 99.5—the bid of Salomon Bros. & Hutzler and three associates—which will make the annual cost of the proceeds to the road approximately 2.7%. The certificates, dated September 1, 1954, will mature in 15 annual installments of $567,000 each, beginning March 1, 1955. They were reoffered to the public at prices yielding from 1.3 to 2.85%, according to maturity.

WESTERN PACIFIC.—To issue $22.5 million of 30-year 5% income debentures and 37,500 shares of no par common stock to be exchanged on a unit basis for up to 225,000 series A preferred (*Railway Age*, September 6, page 57).

Dividends Declared

CENTRAL OF GEORGIA.—5% preferred, $5, accumulative, payable December 1 to holders of record November 15.

CLEVELAND & PITTSBURGH.—4% guaranteed, 50¢, quarterly; 7% guaranteed, 87½¢, quarterly; both payable December 1 to holders of record November 10.

ERIE & PITTSBURGH.—guaranteed, 87½¢, quarterly, payable December 10 to holders of record November 29.

ILLINOIS CENTRAL.—62½¢, quarterly, payable December 13 to holders of record November 10.

PENNSYLVANIA.—75¢, payable December 6 to holders of record November 8.

PITTSBURGH, YOUNGSTOWN & ASHTABULA.—7% preferred, $1.75, quarterly, payable December 1 to holders of record November 19.

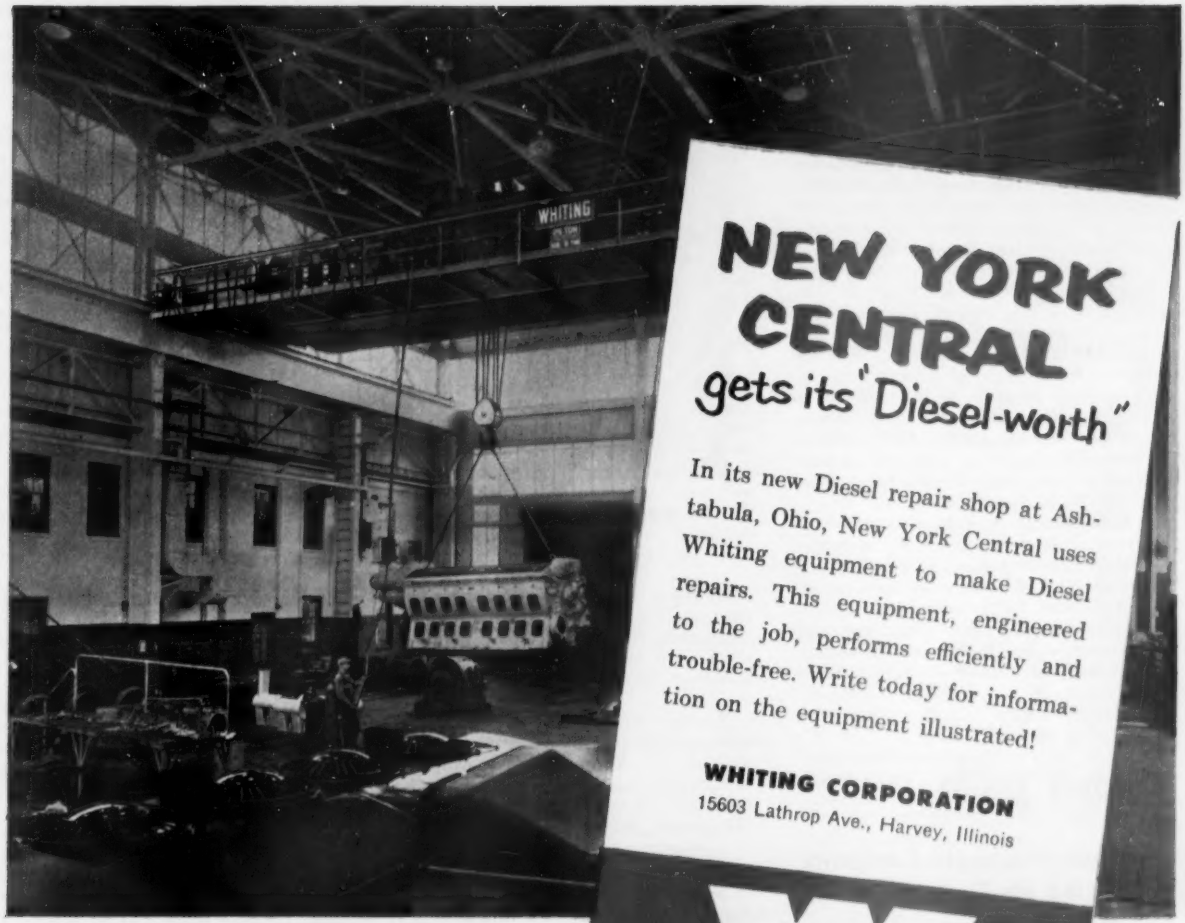
WEST JERSEY & SEASHORE.—guaranteed, $1.50, semiannual, payable December 1 to holders of record November 15.

WESTERN PACIFIC.—75¢, quarterly, payable November 15 to holders of record November 1.

Security Price Averages

	Oct. 26	Prev. Week	Last Year
Average price of 20 representative railway stocks	71.24	71.40	58.89
Average price of 20 representative railway bonds	96.35	96.08	90.50

(More news on page 68)



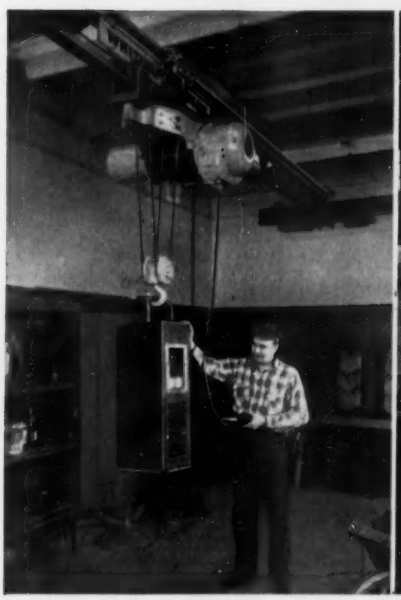
NEW YORK CENTRAL gets its "Diesel-worth"

In its new Diesel repair shop at Ashtabula, Ohio, New York Central uses Whiting equipment to make Diesel repairs. This equipment, engineered to the job, performs efficiently and trouble-free. Write today for information on the equipment illustrated!

WHITING CORPORATION
15603 Lathrop Ave., Harvey, Illinois

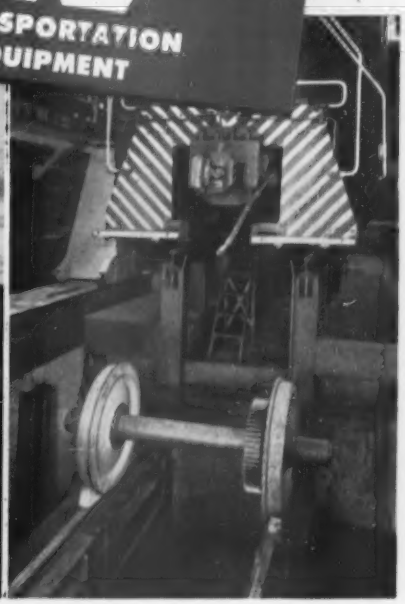
WHITING
TRANSPORTATION EQUIPMENT

Diesel engine is hoisted with a Whiting Engineered Overhead Traveling Crane. Equipped with two hoists, a 25-ton for heavy loads and a 5-ton for lighter loads, lifting is easy and safe.



The machine shop is served with fast and efficient overhead handling by a Whiting Trambeam Crane as is the cleaning and degreasing room.

Whiting Triple-duty Cross-Over Bridges shown in raised position allow men and materials to easily cross entire shop on both levels.



Whiting 100-ton sectional drop table lowers a set of wheels. Locomotive is securely held up by Whiting "HV" body supports.

Competitive Transport

Truckers' Intercity Gross Has Quadrupled Since 1944

Gross revenues realized by common and contract truckers from intercity operations quadrupled between 1944 and 1953, while railroad gross freight revenues rose less than one-third.

The truck figures are estimates covering Class I, II and III carriers. They were compiled by the ICC's Bureau of Transport Economics and Statistics and published in the latest issue of the bureau's "Monthly Comment."

Intercity revenues of common-carrier truckers for 1953 were $3,966 million, compared with 1944's $999 million. Meanwhile, intercity gross of contract truckers rose from 1944's $80 million to 1953's $359 million.

Bus company data also were presented by the bureau. They indicated that the gross realized by regular-route operators from intercity services declined from $444 million in 1944 to $403 million in 1953. Total operating revenues of bus lines were up slightly —from $538 million to $614 million.

Supply Trade

Hyman-Michaels Company Revising Its Operations

The Hyman-Michaels Company has discontinued its scrap iron and railway salvage yards at San Francisco and Los Angeles, and has consolidated such activities in the Chicago and St. Louis areas.

The company has completed installation of a new and modern scrap iron yard at Alton, Ill., (near St. Louis), which is equipped with a 400-ton baling press. The company's construction equipment division, operated largely in California, is to be liquidated.

N. George Belury has been appointed sales vice-president of the **American Brake Shoe Company.** Mr. Belury will continue as president of the firm's Engineered Castings division.

William R. Page has been elected vice-president in charge of railway sales for **Crerar, Adams & Co.** Mr. Page formerly was district manager in charge of the St. Louis office of the MacLean-Fogg Lock Nut Company.

Charles H. Leet, Pittsburgh branch manager for the Exide Industrial division of the **Electric Storage Battery Company** since 1949, has been transferred to the firm's Chicago office as assistant branch sales manager. **R. L. Kegg,** formerly branch sales engineer at Pittsburgh, succeeds Mr. Leet as branch sales manager there.

Herbert J. Wieden, formerly president of Preco, Inc., at Los Angeles, has been retained as a consultant by the **Union Asbestos & Rubber Company** at Chicago.

Walter S. Snodell, Jr., assistant sales manager of the Special Products division of **Acme Steel Company** at Chicago, has been advanced to sales manager there, succeeding **W. M. Minehart,** retired.

Jim Suter has been appointed sales engineer for the **Frank G. Hough Company.** In the new position, Mr. Suter will act as liaison between the sales department, Hough district representatives and other departments. He also will be concerned with product improvement and development of the firm's line of "Payloader" tractor-shovels and tractors.

The **National Steel Car Corporation,** Hamilton, Ont., has announced the following appointments: **O. D. Southwick,** vice-president (purchasing); **S. S. Herring,** vice-president (engineering); and **J. N. Baird,** vice-president (sales).

James K. Knudson, former Interstate Commerce Commissioner, has been named legal representative of the **Rail-Trailer Company** at Washington, D.C. **Donald T. Risk,** recently with the Chicago law firm of Hopkins, Sutter, Halls, De Wolfe & Owen, has been appointed attorney, while **John W. Guerry, Jr.,** formerly Illinois distributor for Dorsey Trailers, becomes district sales manager of Rail-Trailer's midwestern area.

Edward H. D. Gibbs, contracting engineer for **Heyl & Patterson, Inc.,** has been appointed sales manager.

The New York regional field engineering office of **Lord Manufacturing Company,** Erie, Pa., has been moved to 630 Fifth avenue, New York.

Federal Creosoting Company will shortly start construction of a new and modern wood-preserving plant at Avoca, near Pittston, Pa.

Charles W. Sawhill has been appointed general sales manager of **Aeroquip Corporation's** West Coast subsidiary, **Aero-Coupling Corporation.**

The **Tapecoat Company** has opened a west coast office in the San Francisco area to serve California, Oregon, Washington, Idaho and Nevada. The new office will be headed by **L. R. Zito,** as district manager, with headquarters at 16051 Via Toledo, San Lorenzo, Cal.

Lewis-Shepard Products, Inc., has appointed **Robert P. Ronowski** as its exclusive representative in the Wisconsin area, with sales and service facilities at 312 East Wisconsin avenue, Milwaukee.

TWO MANAGERS AND A SPECIALIST have been named to the Parts and Repairs Sales Section of the General Electric Company's Locomotive and Car Equipment Department. They are (above, left to right): Donald G. Carr, manager of General Electric's railroad regional parts center; James H. Williams, manager of parts sales; and K. O. Anderson, locomotive rebuild specialist and sales engineer.

J. Raymond Pritchard

Cecil M. Self

New President for NS

C. M. Self is succeeded, on retirement, by J. R. Pritchard, formerly vice-president and secretary

As reported in *Railway Age* October 25, J. Raymond Pritchard has been elected president of the Norfolk Southern, at Norfolk, Va., succeeding Cecil M. Self, retired.

Mr. Pritchard was born at Berkley, Va., January 9, 1886, and entered NS service as stenographer in the general superintendent's office in December 1906. After serving successively as secretary to general superintendent, secretary to receiver, clerk in office of president, secretary to president and chief clerk in executive offices, Mr. Pritchard was elected assistant secretary of the road in 1925. From 1932 to 1939 he was insurance and tax agent for the receivers. He became a member of the board of directors in May 1948, and was elected vice-president and secretary in March 1949.

Mr. Self was born in Oakman, Ala., February 9, 1900, and received an LL.B. degree from Atlanta (Ga.) Law School in 1930. During vacations from school and while on leaves of absence, he worked as a laborer and mechanic and studied railroad yard and terminal operations, as well as railroad reorganization problems. He joined the Southern in 1918 as clerk, later becoming accountant in the maintenance of way and transportation departments. Mr. Self then served as chief clerk, successively, to roadmaster, chief dispatcher, engineer maintenance of way and to superintendent, later becoming assistant trainmaster and trainmaster. In August 1939 Mr. Self was appointed executive assistant of the Chicago, Indianapolis & Louisville at Chicago, and served as chief operating officer of that road from April 1942 to May 1946. He was executive assistant to president of the NS from May 1947 to March 1949, when he became executive vice-president. He was elected president of the NS in February 1953.

NYC Reorganizes Mechanical Department

A sweeping reorganization of its mechanical department, which puts that department on a regional basis, has been announced by the New York Central. Resulting changes in assignments of individual officers are as follows:

S. T. Kuhn, chief of management services, has been appointed assistant chief mechanical officer. A. L. Wright, general manager—locomotive maintenance, becomes general mechanical superintendent — locomotive—system, with the same jurisdiction as heretofore. G. J. Flanagan, general superintendent—passenger cars, has been named general mechanical superintendent—car — system, with jurisdiction over territory formerly under general manager—car maintenance. W. F. Collins, assistant chief, engineering services, has been appointed chief—engineering services and J. J. Gregory becomes assistant chief—engineering services. C. H. Knowlton, engineer—locomotive engineering services, has been appointed mechanical engineer. G. T. Wilson, engineer—car engineering services, has been named assistant mechanical engineer. R. H. Graff, assistant engineer—car engineering services, has been named assistant mechanical engineer—car, and H. H. Duehne, assistant engineer—locomotive engineering services becomes assistant mechanical engineer—locomotive. F. J. Kossuth, assistant to general superintendent—shops and projects, has been appointed supervisor car maintenance. A. F. Hagy, assistant to general superintendent—passenger cars, has been named assistant supervisor car maintenance. C. L. Hall, assistant to general superintendent "A" shops, has been appointed supervisor—locomotive maintenance, and A. J. Ritter and R. G. McAndrew have been appointed assistant supervisors locomotive maintenance. All the foregoing will have offices at system headquarters, New York.

W. C. Wardwell, district manager—equipment, Buffalo and East has been appointed general mechanical superintendent—Eastern region, at New York, with jurisdiction over Lines East, Boston & Albany, Canada Southern of Michigan Central district, West Albany, East Buffalo and Avis car shops. R. F. Batchman, assistant district manager—locomotive, has been appointed assistant general mechanical superintendent—locomotive, Eastern region, also at New York. C. M. Craw, assistant district manager—car, has been appointed assistant general mechanical superintendent—car, with headquarters as before at New York. R. J. Parsons, assistant to general superintendent—steam at New York, has been named master mechanic at Harmon, N.Y., succeeding E. L. Hyatt, transferred. P. R. Oliver, assistant to general superintendent—repair tracks and train yards, New York, has been appointed assistant master mechanic at Mott Haven, N.Y. R. R. Sneddon, general superintendent—freight cars at New York, has been named mechanical superintendent at Detroit, with jurisdiction over Michigan Central district (excluding Canada Southern) and West Detroit car shop, reporting to J. J. Wright, and over the CS of MC district, reporting to Mr. Wardwell.

J. J. Wright, manager of equipment of the Pittsburgh & Lake Erie at Pittsburgh, has been appointed general mechanical superintendent—Western region at Cleveland, with jurisdiction over Lines West, Big Four, Peoria &

TEXAS & NEW ORLEANS.—F. P. Bowen, office manager at Houston, who has been promoted to the newly created position of executive assistant there.

TEXAS & PACIFIC.—J. G. Tucker, assistant superintendent at Big Spring, Tex., who has been appointed division superintendent at Alexandria, La. (*Railway Age*, September 27, page 54).

Eastern, MC district (excluding CS), Beech Grove locomotive and car shops, and Collinwood diesel shop. F. C. Ruskaup, general manager—car maintenance, at New York, has been named mechanical superintendent at Indianapolis, with jurisdiction over Big Four district, including P&E and Beech Grove locomotive and car shops. I. W. Martin, general superintendent—steam, at New York, has become superintendent diesel shop, Collinwood, Ohio, and S. D. Foster, assistant to general superintendent back shops, at Collinwood, becomes assistant superintendent diesel shop there. W. H. Chidley, district manager—equipment at Cleveland, has been named assistant general mechanical superintendent—locomotive there. H. C. Haupt, assistant district manager—car at Cleveland, has been appointed assistant general mechanical superintendent—car—Western region, at that point. J. H. Saltzgaber, district manager—equipment, Big Four, at Indianapolis, becomes assistant mechanical superintendent there. T. J. Lyon, assistant district manager — equipment, Chicago, has been named mechanical superintendent there, with jurisdiction over the Indiana Harbor Belt and Chicago River & Indiana.

The following positions have been abolished: General managers — locomotive and car maintenance; chief—management services; engineers and assistant engineers — locomotive and car engineering services; assistants to general superintendents — shops and projects, passenger cars, and "A" and "B" shops; supervisor diesel locomotive maintenance; assistant supervisor locomotive maintenance; general superintendents—steam, diesel and electric locomotives and passenger and freight cars; assistants to general superintendents—steam locomotives, repair tracks and train yards, and back shops; general inspector—shops and projects; diesel locomotive inspector; district managers of equipment at New York, Cleveland, Indianapolis, Chicago and Detroit; assistant district manager of equipment at Chicago; assistant district managers—locomotive and car at New York, Cleveland, Detroit and Indianapolis; and superintendent shop at Collinwood.

CLINCHFIELD.—J. J. O'Connor, district freight agent at Detroit, has been appointed general freight agent in charge of sales and service at Erwin, Tenn., succeeding **W. H. Mitchell,** who retired October 1 after 39 years of service. **John T. Giffer** has been named to succeed Mr. O'Connor as district freight agent at Detroit.

DENVER & RIO GRANDE WESTERN.—Gale B. Aydelott, division superintendent at Salt Lake City, has been elected vice-president and general manager at Denver. Mr. Aydelott, who began his railway career as extra gang laborer for the Rio Grande in 1936, progressed rapidly through a number of positions before being named assistant to chief mechanical officer in 1947. He was appointed division superintendent at

Gale B. Aydelott

Grand Junction, Colo., in 1948, transferring to Denver in 1949 and to Salt Lake City in 1951.

W. C. Horner, assistant superintendent at Denver, has been promoted to superintendent of the Pueblo division, also at Denver. He succeeds **Lynn B. Cleman,** who has been transferred to the Grand Junction division, at Denver, to replace **E. R. Moran,** transferred to Salt Lake City. Mr. Horner's successor is **John C. Kenefick,** manger of service at Denver.

MISSOURI PACIFIC.—Elmore C. Sheffield, assistant general manager of the Texas and Louisiana lines at Palestine, Tex., has been advanced to general manager at that point, succeeding the late **Samuel Hammer.** Mr. Sheffield's successor is **Vernon A. Gordon,** who transfers from Kansas City, Mo., and in turn has been replaced by **Gerald M. Holzmann,** division superintendent at Monroe, La. **L. M. Elledge,** division superintendent at Kansas City, has been transferred to Wichita, Kan., to succeed **H. M. Israel,** who retired October 1. Named to succeed Mr. Elledge is **J. A. Austin,** assistant superintendent at Nevada, Mo., who in turn has been replaced by **H. B. Davis,** transferred from Pueblo, Colo. **John G. Sheppard,** trainmaster at Little Rock, Ark., succeeds Mr. Davis, while **F. E. Fletcher,** trainmaster at Osawatomie, Kan., becomes assistant superintendent at McGehee, Ark.

D. T. Barksdale, assistant superintendent at DeQuincy, La., has been promoted to superintendent at Monroe, La., succeeding Mr. Holzman. Mr. Barksdale's successor is **R. H. Dollar,** trainmaster at Monroe, who in turn has been replaced by **G. C. Smith,** trainmaster at Bush, Ill. **L. H. Miller,** assistant trainmaster at McGehee, Ark., has been advanced to trainmaster at DeQuincy, La., succeeding **J. M. Toler,** who has been transferred to Little Rock, Ark., to replace Mr. Sheppard. **K. M. Converse,** trainmaster at Kansas City, transfers to Jefferson City, Mo., to succeed **C. R. Dodson,** who in turn has been named division trainmaster at Bush, Ill., for both the MP and its subsidiary, the Missouri-Illinois. Mr. Converse's successor is **W. Crimm. B. B. Brenton,** assistant trainmaster at Van Buren, Ark., has been named Mr. Smith's successor at Bush, while **J. F. Hubbard** becomes trainmaster at St. Louis, to succeed

Elmore C. Sheffield

Gerald M. Holzmann

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B. S. Greer, assigned to other duties.

R. H. Carpenter, engineer of design at St. Louis, has been appointed district engineer at Little Rock, Ark., succeeding **H. D. Knecht,** retired. **J. C. Boston,** principal assistant engineer there, replaces Mr. Carpenter.

A. A. Weiss has been appointed assistant general freight agent, divisions, at St. Louis. **O. C. Weber,** assistant general freight agent, has been advanced to general freight agent at St. Louis, succeeding the late **E. B. Herrington.**

R. L. Brown and **W. J. Boewer,** general freight agents at St. Louis, have been advanced to assistant freight traffic managers there. Mr. Brown's successor is **W. F. Niemann,** assistant general freight agent at Little Rock, Ark., while **G. A. Dickinson,** assistant general freight agent at Houston, Tex., replaces Mr. Boewer. **V. H. Livingston** has been appointed assistant general freight agent at St. Louis, succeeding **G. A. Peach,** promoted. **W. C. Jacobs,** general agent at Shreveport, La., succeeds Mr. Niemann as assistant general freight agent at Little Rock. **T. B. Arnold,** general agent at Poplar Bluff, Mo., has been transferred to Alexandria, La., succeeding **W. B. Key,** who replaces Mr. Jacobs at Shreveport. **W. F. McCarthy** succeeds Mr. Arnold as general agent at Poplar Bluff.

G. L. Eastman, assistant freight traffic manager of the MP at St. Louis, has been appointed freight traffic manager of the Missouri-Illinois at that point.

Mr. Sheffield began his railway career as a yard clerk for the International-Great Northern in 1921. After a number of subsequent positions he became assistant trainmaster of the Texas and Louisiana lines, later progressing to trainmaster, terminal superintendent, division superintendent and, in 1952, assistant general manager.

READING.—Frederick H. Frick, assistant comptroller, has been elected comptroller at Philadelphia, succeeding **William K. Bean,** who has retired after 49 years of service. **Donald B. Stein,** assistant comptroller, has been promoted to senior assistant comptroller and **Frank J. Moran,** auditor of disbursements, has been named assistant comptroller. **Ernest F. J. Uibel,** assistant to auditor of disbursements, succeeds Mr. Moran as auditor of disbursements. **Frank G. MacKenzie** has been named assistant to comptroller.

Mr. Frick was born at Williamsport, Pa., and entered service with the Reading in 1909 at Newberry Junction, Pa. He has served continuously with that road as accountant, special accountant, statistician, chief statistician, assistant to comptroller and assistant comptroller, being appointed to the latter position in 1945.

A. P. Crosley, assistant engineer, maintenance of way, has been promoted to engineer, maintenance of way,

Frederick H. Frick

with headquarters as before at Philadelphia. **J. W. DeMoyer, Jr.,** division engineer on the Philadelphia division, has succeeded Mr. Crosley as assistant engineer, maintenance of way.

SOUTHERN PACIFIC. — L. Gordon Crocket has been promoted to expanded duties as special assistant to vice-president of system passenger traffic at San Francisco, succeeding **B. S. Quayle,** recently promoted elsewhere. Mr. Crocket will be succeeded as special assistant to vice-president at that point by **J. W. Murphy,** special representative there, who in turn has been replaced by **C. E. Ferguson,** special representative at Los Angeles.

K. K. Schomp, first assistant manager of personnel at San Francisco, has been advanced to manager of personnel to succeed **John J. Sullivan,** recently retired. **E. A. McDowell,** assistant manager of personnel, is Mr. Schomp's successor.

James E. Lyons, attorney at San Francisco, has been named assistant general counsel there, replacing **Evan John Foulds,** retired.

Fred Woodward, assistant manager of public relations of SP and Pacific Electric at Los Angeles, has retired, effective October 1, after 32 years of service.

R. A. Miller, assistant division superintendent at Sacramento, Cal., has

K. K. Schomp

been promoted to division superintendent there, succeeding **M. L. Jennings,** who retires September 30.

E. J. Larson, M. P. Sayles and **F. J. Zika,** all assistants to freight traffic manager, rates and divisions, at San Francisco, have been appointed assistant freight traffic managers there. **R C. Hudson,** foreign freight agent at Chicago, and **W. H. Schulze,** assistant industrial agent, become acting assistant general freight agents at San

R. A. Miller

Francisco. **D. C. Hellyer** has been appointed foreign freight agent at Chicago, to succeed Mr. Hudson.

S. B. Burton, trainmaster at Sacramento, Cal., has been advanced to assistant superintendent of the Sacramento division.

George E. Scholibo, industrial engineer at San Antonio, has been appointed special representative for industrial research on the SP's lines in Texas and Louisiana, at Houston.

Edward L. DeMattei has been named assistant to treasurer, Pacific Lines at San Francisco.

TOLEDO TERMINAL. — H. G. Dugan has been appointed superintendent of motive power. The position of superintendent, operations and motive power, formerly held by Mr. Dugan, has been abolished. **J. H. Abel,** trainmaster, has been appointed superintendent of operations.

UNION PACIFIC.—Lawrence W. Lindberg, valuation engineer at Omaha, has been named assistant to general manager of properties there, while **Howard R. Williams** was appointed to succeed him.

WESTERN PACIFIC. — C. W. Dooling, general counsel, has been elected to the newly created position of vice-president and general counsel at San Francisco. **Mrs. Harriet P. Tyler,** general attorney, becomes general solicitor, while **Otis J. Gibson,** attorney, has been promoted to general attorney and commerce counsel. **E. L. Van Dellen,** commerce attorney, advances to general attorney.

R. B. Ritchie, traffic representative

C. W. Dooling

at Minneapolis, Minn., has been advanced to general agent at Cincinnati, Ohio.

Meetings and Conventions

The following list gives names and addresses of secretaries, and dates and places of next or regular meetings.

AIR BRAKE ASSOCIATION.—Lawrence Wilcox, Room 827, 80 E. Jackson Blvd., Chicago 4.

ALLIED RAILWAY SUPPLY ASSOCIATION.—C. F. Weil, P. O. Box 5522, Chicago 80.

AMERICAN ASSOCIATION OF BAGGAGE TRAFFIC MANAGERS.—T. R. Stanton, 1450 Railway Exchange Bldg. St. Louis 1. Annual meeting, June 27-29, 1955, Lake Placid Club, Lake Placid, N. Y.

AMERICAN ASSOCIATION OF PASSENGER RATE MEN.—William Biss, 1115 Railway Exchange, Chicago 4.

AMERICAN ASSOCIATION OF PASSENGER TRAFFIC OFFICERS.—B. D. Branch, Eastern Time Table Distributing Company, Liberty Street Terminal, New York 6.

AMERICAN ASSOCIATION OF RAILROAD SUPERINTENDENTS.—Miss Elise La Chance, Room 901, 431 S. Dearborn St., Chicago 5. Annual meeting, June 7-9, 1955, Hotel La Salle, Chicago.

AMERICAN ASSOCIATION OF TRAVELING PASSENGER AGENTS.—C. A. Melin, P. O. Box 5025, Cleveland 1.

AMERICAN COUNCIL OF RAILROAD WOMEN.—Amy Mitchell, Atlanta & West Point, Atlanta 3.

AMERICAN RAILWAY BRIDGE AND BUILDING ASSOCIATION.—Miss Elise La Chance, Room 901, 431 S. Dearborn St., Chicago 5.

AMERICAN RAILWAY CAR INSTITUTE.—W. C. Tabbert, 19 E. 47th St., New York 17.

AMERICAN RAILWAY DEVELOPMENT ASSOCIATION.—E. E. Exon, New York Central, 230 E. Ninth St., Cincinnati 2. Annual Meeting, March, 1955, White Sulphur Springs, W. Va.

AMERICAN RAILWAY ENGINEERING ASSOCIATION.—Works in cooperation with the Association of American Railroads, Engineering Division—Neal D. Howard, 59 E. Van Buren St., Chicago 5. Annual meeting, March 15-17, 1955, Palmer House, Chicago.

AMERICAN RAILWAY MAGAZINE EDITORS ASSOCIATION.—G. P. McCallum, Maine Central, 222 St. John St., Portland, Me.

AMERICAN SHORT LINE RAILROAD ASSOCIATION.—C. E. Huntley, 2000 Massachusetts Ave., N. W., Washington 6 D. C.

AMERICAN SOCIETY FOR TESTING MATERIALS.—R. J. Painter, 1916 Race St., Philadelphia 3. Spring meeting, January 31-February 4, 1955, Netherland Plaza Hotel, Cincinnati. Annual meeting, June 26-July 1, 1955, Chalfonte-Haddon Hall, Atlantic City.

AMERICAN SOCIETY OF MECHANICAL ENGINEERS.—C. E. Davies, 29 W. 39th St., New York 18.

RAILROAD DIVISION.—E. L. Woodward, *Railway Locomotives and Cars*, 79 W. Monroe St., Chicago 3.

AMERICAN WOOD-PRESERVER'S ASSOCIATION.—W. A. Penrose, 839 Seventeenth St., N. W., Washington 6, D. C. Annual meeting, April 13-15, 1955, Jefferson Hotel, St. Louis.

ASSOCIATED TRAFFIC CLUBS OF AMERICA.—R. P. DeGroote, Luckenbach Steamship Co., Inc., 110 S. Dearborn St., Room 1107, Chicago 3.

ASSOCIATION OF AMERICAN RAILROAD DINING CAR OFFICERS.—P. E. Griffith, 2028 Clark Ave., St. Louis 3.

ASSOCIATION OF AMERICAN RAILROADS.—George M. Campbell, Transportation Bldg., Washington 6, D. C.

Operations and Maintenance Department.—R. G. May, Vice-president, Transportation Bldg., Washington 6, D. C.

Operating-Transportation Division.—A. I. Ciliske, 59 E. Van Buren St., Chicago 5.

Operating Section.—H. S. Dewhurst, 59 E. Van Buren St., Chicago 5.

Transportation Section.—H. A. Eaton, 59 E. Van Buren St., Chicago 5.

Communications Section.—A. H. Grothmann, 59 E. Van Buren St., Chicago 5. Annual meeting, May 17-19, 1955, St. Francis Hotel, San Francisco.

Fire Protection and Insurance Section.—W. E. Todd, 59 E. Van Buren St., Chicago 5.

Freight Loss and Damage Prevention Section.—G. H. Ruhle, 59 E. Van Buren St., Chicago 5. Annual meeting, May 10-12, 1955, Cosmopolitan Hotel, Denver.

Freight Station Section.—W. E. Todd, 59 E. Van Buren St., Chicago 5.

Medical and Surgical Section.—H. S. Dewhurst, 59 E. Van Buren St., Chicago 5. Annual meeting, March 25-26, 1955, General Oglethorpe Hotel, Savannah.

Protective Section.—H. S. Dewhurst, 59 E. Van Buren St., Chicago 5. Annual meeting, May 18-20, 1955, Bellevue Stratford Hotel, Philadelphia.

Safety Section.—H. S. Dewhurst, 59 E. Van Buren St., Chicago 5. Annual meeting, June 7-9, 1955, Statler Hotel, Buffalo.

Electrical Section of the Engineering and Mechanical Divisions.—S. W. Marras, 59 E. Van Buren St., Chicago 5. Annual meeting, June 21-23, 1955, Sheraton-Mt. Royal Hotel, Montreal.

Engineering Division.—E. G. Gehrke, 59 E. Van Buren St., Chicago 5.

Construction and Maintenance Section.—Neal D. Howard, 59 E. Van Buren St., Chicago 5. Annual meeting, March 15-17, 1955, Palmer House, Chicago.

Signal Section.—R. H. C. Balliet, 59 E. Van Buren St., Chicago 5. Annual meeting, October 11-13, 1955, Jung Hotel, New Orleans.

Mechanical Division.—Fred Peronto, 59 E. Van Buren St., Chicago 5. Annual meeting, June 21-23, 1955, Sheraton-Mt. Royal Hotel, Montreal.

Purchases and Stores Division.—John L. Timanus, Transportation Bldg., Washington 6, D. C. Annual meeting, May 16-18, 1955, Palmer House, Chicago.

Freight Claim Division.—R. E. O'Donnell, 59 E. Van Buren St., Chicago 5. Annual meeting, May 10 and 12, 1955, Cosmopolitan Hotel, Denver.

General Claims Division.—Bruce H. Smith, 59 E. Van Buren St., Chicago 5. Annual meeting, May 4-6, 1955, Sheraton Park Hotel, Washington, D. C.

Car Service Division.—Arthur H. Gass, Chairman, Transportation Bldg., Washington 6, D. C.

Finance, Accounting, Taxation and Valuation Department.—Arthur R. Seder, Vice-President, Transportation Bldg., Washington 6, D. C.

Accounting Division.—R. E. Keefer, Transportation Bldg., Washington 6, D. C. Annual meeting, June 27-30, 1955, Ambassador Hotel, Atlantic City.

Treasury Division.—R. E. Keefer, Transportation Bldg., Washington 6, D. C. Annual meeting, October 3-6, 1955, Roney Plaza, Miami Beach.

ASSOCIATION OF INTERSTATE COMMERCE COMMISSION PRACTITIONERS.—Miss Sarah F. McDonough, Executive Secretary, 2218 ICC Building, Washington 25, D. C.

ASSOCIATION OF RAILROAD ADVERTISING MANAGERS.—A. W. Eckstein, Illinois Central, 135 E. Eleventh Pl., Chicago 5. Annual meeting, January 20-22, 1955, Chicago.

BRIDGE AND BUILDING SUPPLY ASSOCIATION.—L. R. Gurley, Modern Railroads, 201 N. Wells St., Chicago 6.

CANADIAN RAILWAY CLUB.—G. R. Fitt, P. O. Box 162, Montreal 3, Que. Regular meetings, second Monday of each month, except June, July and August. Sheraton-Mount Royal Hotel, Montreal, Que.

CAR DEPARTMENT ASSOCIATION OF ST. LOUIS.—D. W. Kramer, 7207 W. Main St., Belleville, Ill. Regular meetings fourth Tuesday of each month except June, July and August. Hotel DeSoto.

CAR DEPARTMENT OFFICERS' ASSOCIATION.—F. H. Stremmel, 6536 Oxford Ave., Chicago 31.

CAR FOREMEN'S ASSOCIATION OF CHICAGO.—W. R. McCain, Mather Stock Car Company, 326 N. Michigan Ave., Chicago 1. Regular meetings, second Monday of each month, except June, July and August, LaSalle Hotel.

CENTRAL RAILWAY CLUB OF BUFFALO.—J. B. O'Connel, 1817 Hotel Statler, Buffalo 5. Regular meetings, second Thursday of each month except June, July and August, Hotel Statler.

CHICAGO RAILROAD DIESEL CLUB.—E. C. Fosdick, 813 Sunnyside Ave., Chicago 40. Regular meetings first Thursday after first Sunday of each month except July and August, Hotel Sherman, 7:30 p.m.

CHICAGO RAILROADS CAR ACCOUNTING OFFICERS.—W. H. Soderlund (chairman) Chicago & Eastern Illinois, 60th & Union Avenue, Chicago 21. Regular meetings, last Wednesday of each month, except July and August, Congress Hotel, at 12:30.

EASTERN ASSOCIATION OF CAR SERVICE OFFICERS.—H. C. Rochester, Canadian National, 891 Notre Dame St., West, Montreal 3. Next meeting, November 11-12, 1954, Hotel Statler, Detroit.

EASTERN CAR FOREMAN'S ASSOCIATION.—W. P. Dizard, 30 Church St., New York 7. Regular meetings, second Friday of January, February, March, April, May, October and November, 29 W. 39th St., New York.

LOCOMOTIVE MAINTENANCE OFFICERS' ASSOCIATION.—C. M. Lipscomb, 1721 Parker St., North Little Rock, Ark.

MAINTENANCE OF WAY CLUB OF CHICAGO.—E. C. Patterson, 400 W. Madison St., Chicago 6. Regular meetings, fourth Monday of each month, October through April inclusive, except December which is third Monday, at Welty's Restaurant, Field Bldg.

MASTER BOILER MAKERS' ASSOCIATION.—A. F. Stiglmeier, 29 Parkwood St., Albany 8.

METROPOLITAN MAINTENANCE OF WAY CLUB.—John S. Vreeland, Simmons-Boardman Publishing Corp., 30 Church St., New York 7. Meets in February, April, October and December.

MILITARY RAILWAY SERVICE VETERANS.—F. W. Okie, Union R.R., Frick Bldg., P. O. Box 536, Pittsburgh. Annual meeting, September 16-18, 1955, Cincinnati.

MISSISSIPPI VALLEY MAINTENANCE OF WAY CLUB.—P. E. Odom, 1025 Frisco Building, 906 Olive St., St. Louis. Regular meetings, second Monday of each month September through May, DeSoto Hotel, St. Louis.

NATIONAL ASSOCIATION OF RAILROAD AND UTILITIES COMMISSIONERS.—R. Everette Kreeger, 7413 New Post Office Bldg., P. O. Box 684, Washington 4, D. C. Annual meeting, November 8-11, 1954, LaSalle Hotel, Chicago.

NATIONAL ASSOCIATION OF SHIPPERS' ADVISORY BOARDS.—H. E. Bingham, Spencer Chemical Company, Dwight Bldg., Kansas City, Mo. Annual meeting, October 11-13, 1955, Pittsburgh.

NATIONAL DEFENSE TRANSPORTATION ASSOCIATION.—Mrs. Lois C. Gebran, Suite 728, 1001 Connecticut Ave., Washington 6 D. C.

NATIONAL INDUSTRIAL TRAFFIC LEAGUE.—L. J. Dorr, Suite 909, Sheraton Bldg., 711 14th St., Washington 5, D. C. Annual meeting, November 18-19, 1954, Hotel Statler, New York.

NATIONAL RAILWAY APPLIANCES ASSOCIATION.—J. B. Templeton, Templeton, Kenly & Co., 2545 Gardner Rd., Broadview, Ill. Lewis Thomas, Asst. Secy., 59 E. Van Buren St., Chicago 5.

NATIONAL SAFETY COUNCIL, RAILROAD SECTION.—C. T. DeWitt, Northern Pacific, St. Paul 1, Minn.

NEW ENGLAND RAILROAD CLUB.—William M. McCombs, 45 Lewis Wharf, Boston 10. Regular meetings, second Tuesday of each month, except May-September, incl. Hotel Vendome, Boston.

NEW YORK RAILROAD CLUB.—C. T. Stansfield, 30 Church St., New York 7. Regular meetings, third Thursday of each month except June, July, August, September and December. Century Room, Commodore Hotel. Reception, 6 p.m.; dinner, 7; meeting, 8:15.

NORTHWEST CARMEN'S ASSOCIATION.—N. J. Maglich, Minnesota Transfer Ry., 2071 University Ave., St. Paul 4, Minn. Regular meetings, first Monday of each month, except June, July, and August, Midway Club, 1931 University Ave., St. Paul.

NORTHWEST LOCOMOTIVE ASSOCIATION.—W. D. Cox, Northern Pacific, St. Paul 1, Minn. Regular meetings, third Monday of each month, except June, July and August, Midway Club, 1931 University Ave., St. Paul.

PACIFIC RAILWAY CLUB.—S. E. Byler, 121 E. Sixth St., Los Angeles 14. Regular meetings, second Thursday of each alternate month at Palace Hotel, San Francisco, and Elks' Temple, Los Angeles.

RAILROAD PUBLIC RELATIONS ASSOCIATION.—J. Don Parel, Association of American Railroads, Transportation Bldg., Washington 6, D. C.

RAILWAY BUSINESS ASSOCIATION.—P. H. Middleton, 38 S. Dearborn St., Chicago 3. Annual meeting and dinner, November 18, 1954, Waldorf-Astoria, New York.

RAILWAY CLUB OF PITTSBURGH.—G. E. Morrison, 2710 Koppers Bldg., Pittsburgh 19. Regular meetings third Thursday of each month, except June-September, incl., and December. Fort Pitt Hotel.

RAILWAY ELECTRIC SUPPLY MANUFACTURERS' ASSOCIATION.—L. R. Oswald, Thos. A. Edison, Inc., 1500 S. Western Ave., Chicago 8.

RAILWAY FUEL AND TRAVELING ENGINEERS' ASSOCIATION.—L. H. Peters, New York Central, Room 1213, 139 W. Van Buren St., Chicago 5.

RAILWAY SUPPLY MANUFACTURERS' ASSOCIATION.—A. W. Brown, 527 Lexington Ave., New York 17.

RAILWAY SYSTEMS AND PROCEDURES ASSOCIATION.—J. W. Milliken, *Railway Age*, 30 Church St., New York 7. Next meeting, November 16-18, 1954, Hotel Morrison, Chicago.

RAILWAY TELEGRAPH AND TELEPHONE APPLIANCE ASSOCIATION.—G. A. Nelson, Waterbury Battery Company, 30 Church St., New York 7. Meets with Communications Section of AAR.

RAILWAY TIE ASSOCIATION.—Roy M. Edmonds, 1221 Locust St., St. Louis 3.

ROADMASTERS AND MAINTENANCE OF WAY ASSOCIATION.—Miss Elsie La Chance, Room 901, 431 S. Dearborn St., Chicago 5.

ST. LOUIS RAILROAD DIESEL CLUB.—F. C. Whitlock, Terminal Railroad Association of St. Louis, 376 Union Station, St. Louis 3. Regular meetings second Tuesday of each month, Hotel York. Dinner, 6:45 p.m., meeting, 8.

SIGNAL APPLIANCE ASSOCIATION.—G. A. Nelson, Waterbury Battery Company, 30 Church St., New York 7. Meets with AAR Signal Section.

SOUTHEASTERN RAILWAY DIESEL CLUB.—H. W. Brewer, Seaboard Air Line, P. O. Box 6204, Jacksonville, Fla. Regular meetings, second Tuesday in February, April, June, August, October and December, 9:30 a.m., Mayflower Hotel, Jacksonville.

SOUTHERN AND SOUTHWESTERN RAILWAY CLUB.—A. T. Miller, 4 Hunter St., S. E. Atlanta. Regular meetings, third Thursday in January, March, May, July, September and November, Ansley Hotel, Atlanta.

SOUTHERN ASSOCIATION OF CAR SERVICE OFFICERS.—F. I. Umhau, Southern Ry., Atlanta 3.

TORONTO RAILWAY CLUB.—H. W. Sommerville, P. O. Box 8, Terminal "A," Toronto 2, Ont. Regular meetings, fourth Monday of each month, except February, June, July, August and December, Royal York Hotel.

TRACK SUPPLY ASSOCIATION.—Lewis Thomas, Q and C Company, 59 E. Van Buren St., Chicago 5.

WESTERN ASSOCIATION OF RAILWAY TAX COMMISSIONERS.—L. R. Norberg, 516 W. Jackson Blvd., Chicago 6. Regular meetings, 12:15 p.m., first Wednesday of each month, except July and August. Traffic Club, Palmer House, Chicago.

WESTERN RAILWAY CLUB.—E. E. Thulin, Suite 339, Hotel Sherman, Chicago 1. Regular meetings: November 8, December 18, 1954; February 21, March 21, April 25, May 16, 1955.

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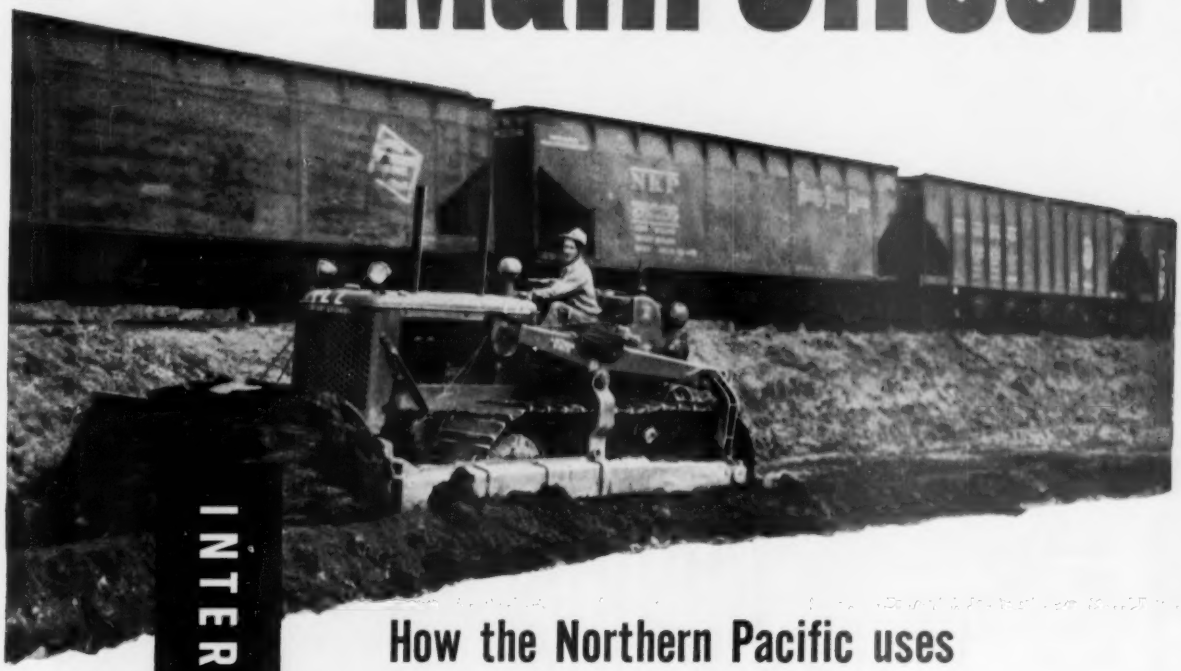

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Heavier traffic riding the rails on the "Main Street of the Northwest" means more banking and grading on the Northern Pacific roadbed.

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Moving clay and dirt along the right-of-way, the TD-18 moves it the right way—faster, easier and at lower cost.

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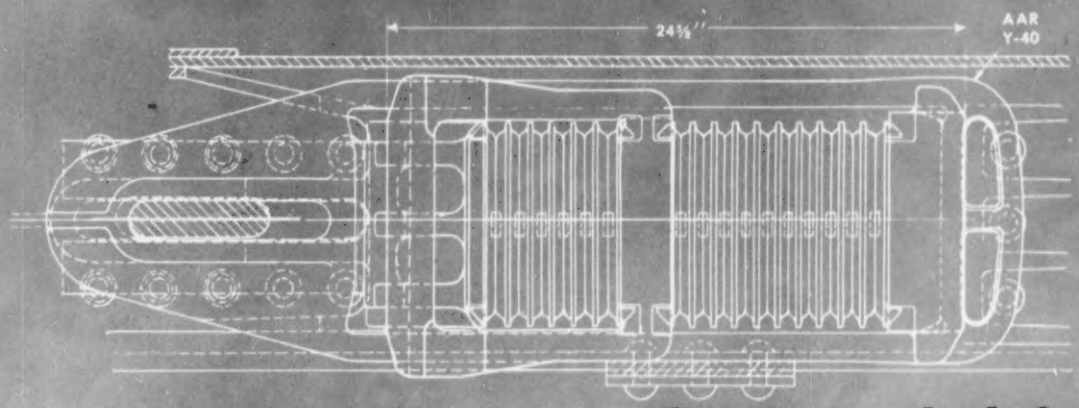

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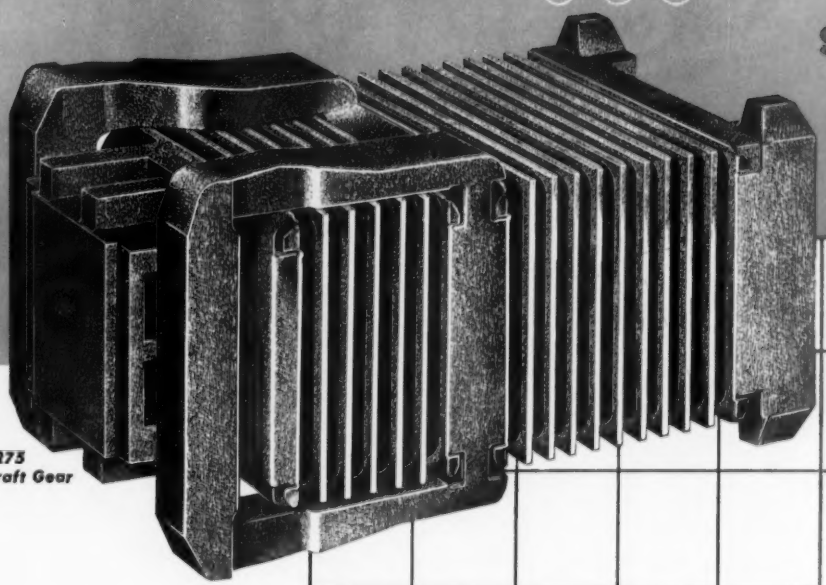

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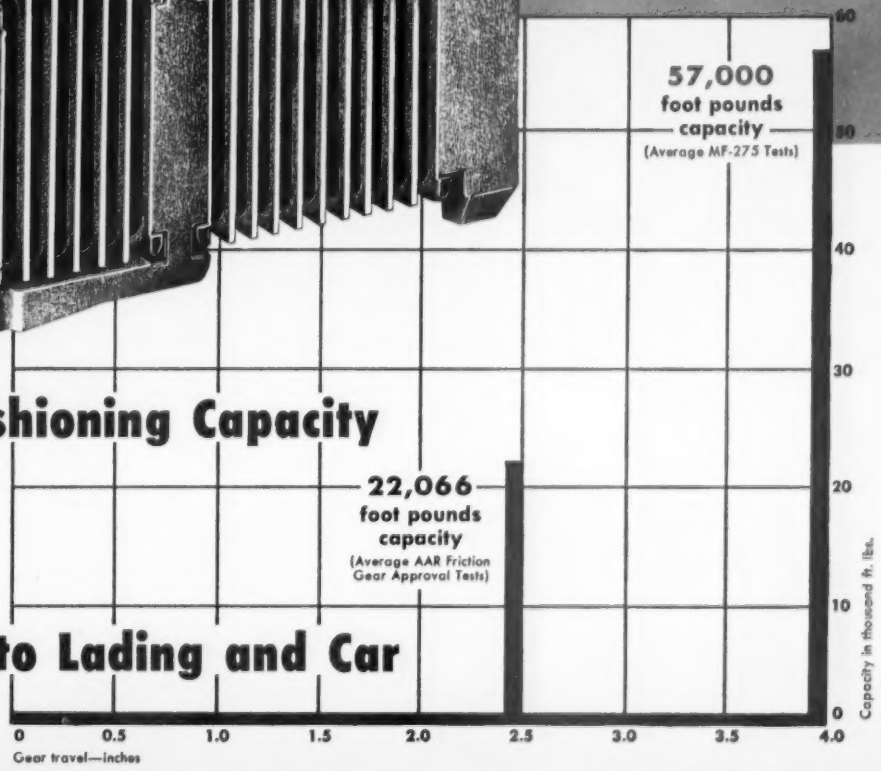

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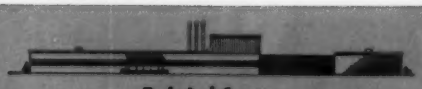

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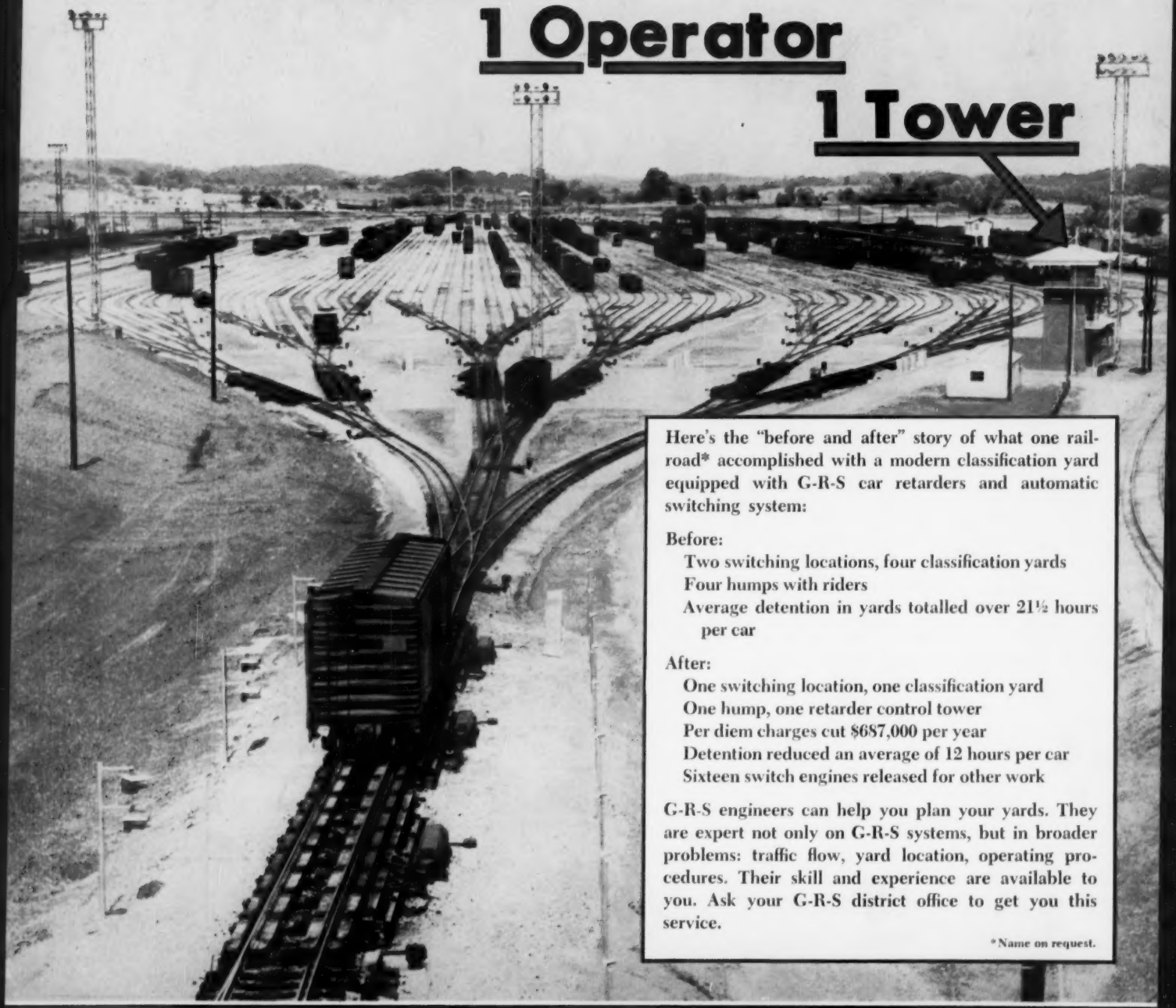

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